



ALL HANDS

FEBRUARY 1992

Photo Contest



A Seabee from Naval Mobile Construction Battalion 5 hones his rappelling skills during homeport training at Naval Construction Training Center, Port Hueneme, Calif. Photo by PH3 Tony J. Koch.

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ALL HANDS

MAGAZINE OF THE U.S. NAVY
 FEBRUARY 1992 — NUMBER 899
 69TH YEAR OF PUBLICATION



Photo by PH2(A/C) Mark S. Kattenhofen

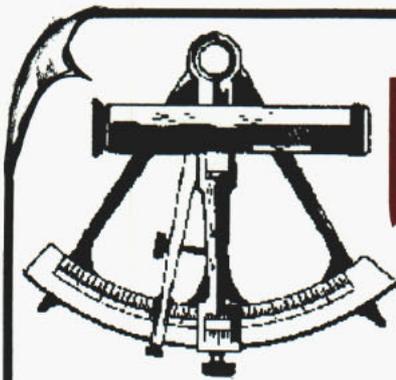
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Front Cover: "A Dirty Business." 1991 *All Hands* Photo Contest — Honorable Mention, Single-image Color (Professional). Photo by FC1 Douglas C. Cunningham, USS *Sierra* (AD 18).

Back Cover: "Guam Bombs." 1991 *All Hands* Photo Contest — Honorable Mention, Single-image Color Feature (Amateur). Photo by CDR John C. Devlin, Naval Weapons Station, Charleston, S.C.



From the charthouse

Advancements still on track

More than 31,000 active-duty sailors will be advanced to petty officer third, second and first class as a result of the September 1991 examination cycle. Navy leaders are identifying funding to ensure those advancements are made as originally scheduled despite higher-than-expected retention of sailors.

Navy personnel planners forecasted earlier that some advancements might be delayed by a few months to help compensate for the highest reenlistment rates since the advent of the all-volunteer force. For FY91, which concluded Sept. 30, 1991, 47.4 percent of sailors finishing their first term of enlistment re-upped, compared to 39 percent in FY88. Retention for second-termers in 1991 was 60.7 percent and for third-termers, 71.5 percent.

To keep advancements on track, Chief of Naval Operations ADM Frank B.

Kelso II directed alternate funding to cover costs of this unexpectedly high retention.

September 1991

exam cycle advancements included 15,528 new E-4s, 9,134 E-5s and 5,286 E-6s. Also advanced were 1,502 sailors in the Training and Administration of Reserves program, which includes 560 E-4s, 583 E-5s and 359 E-6s.

Frocking is authorized for all selectees, and time-in-rate for future advancement began Jan. 1.

Personal financial counseling available

The Navy takes an active role in helping its members face personal financial challenges through the Personal Financial Management (PFM) Program. PFM provides members with education, training and counseling through Command Financial Specialists (CFSs).

CFSs are Navy members trained to help shipmates learn how to budget and can counsel members and their families in personal finances and debt management. Commands with 25 or

more active-duty enlisted personnel have CFSs. For information, contact your CFS or your nearest Family Service Center.

CHAMPUS shares transplant costs

CHAMPUS will now share the cost of lung and heart-lung transplants for patients who have serious heart and lung disease and haven't improved with other treatment.

The effective date for coverage was Feb. 28, 1991, but CHAMPUS will consider sharing the cost of transplants performed before the effective date if patients and facilities meet CHAMPUS criteria.

CHAMPUS beneficiaries who need additional information concerning transplants should contact their health benefits adviser at the nearest military health facility.

Environment/Safety Deputy named

Elsie L. Munsell was recently selected as the first Deputy Assistant Secretary of the Navy (Environment and Safety). Since May 1989, Munsell served as Assistant General Counsel (Installations and Environment)

for the office of General Counsel.

In her new position, Munsell will report to Assistant Secretary of the Navy (Installations and Environment) Jacqueline Schafer. Munsell will be Schafer's principal program expert and planning and policy adviser on issues such as environmental protection and natural resources conservation, installation restoration, pollution abatement and control, pollution prevention, safety ashore, industrial hygiene and occupational health.

Publication helps sailors with taxes

The Internal Revenue Service has a free publication to help military members deal with their federal tax returns. *Publication 3, Tax Information for Military Personnel*, covers issues including basic pay, bonuses and aviation/hazardous duty pay.

The publication also addresses living allowances, family allowances, moving and travel expenses, dependency exemptions, sale of a home and itemized deductions.

You can get this publication through the nearest U.S. Embassy or Consulate, or by writing Internal Revenue Service, Forms Distribution Cen-



FY92 bill boosts personnel, family benefits

According to VADM R.J. Zlatoper, Chief of Naval Personnel, Navy people "can look forward to another year of stability with improvements in several areas," under the FY92 Defense Authorization Bill.

The bill includes a 4.2 percent pay increase that went into effect Jan. 1. Imminent danger pay is increased to \$150 a month, family separation pay is now \$75 monthly and the maximum death gratuity is doubled to \$6,000. Congress also fully funded the Navy's selective reenlistment bonus program, as well as aviation continuation pay and incentives for others with special skills.

The measure also contains initiatives to reimburse sailors for uninhabitable quarters during ship overhauls, new authority for travel and transportation of family members of sailors assigned to ships under construction and an increase in minimum aviation cadet pay. It also authorizes partial payment of BAQ to members assigned government quarters who pay child support.

Quality-of-life initiatives for Navy families include 15 percent more money for child care programs, improvements to family housing at several locations and new housing authorized at San Diego; Port Hueneme; Lemoore, Calif.; Dahlgren, Va.; and Guantanamo Bay, Cuba. The bill also authorizes reimbursement of adoption expenses up to \$2,000 per adoption, with a maximum of \$5,000 per family per year.

"This legislation reflects the importance of Navy people and their families to the Congress, the Secretary of the Navy, the Chief of Naval Operations and the entire leadership of the Navy," Zlatoper said. "Right now we have great people in the Navy. We want to keep them with us during this down-sizing period and treat them right."

The bill includes authority for a special separation benefit payment and variable separation incentive that the services may use to encourage voluntary separations, as necessary, to meet manpower reduction requirements. The Navy is currently studying these programs to determine whether their use is warranted for manpower management.

Another provision requires that, beginning in October 1996, all initial appointments for officers will be reserve commissions, including service academy graduates.

ter, P.O. Box 25866, Richmond, Va. 23289; or call (800) 829-3676.

Home Town News gets the word out

Part of the check-in process at any command should include completing the Fleet Home Town News Release Form (NavSo 5724/1) and submitting it to the Fleet Home Town News Center (FHTNC), Norfolk.

The center uses the form's information to send news releases to home town area media to acknowledge publicly the accomplishments of Navy, Marine Corps and Coast Guard personnel. It is also an excellent way to create awareness in communities across the country that today's sea services are made up of outstanding citizens from their area.

Complete an FHTNC form when you report aboard, are promoted, reenlist or receive a good conduct award or any other personal award. Letting your home town know what you're doing enhances public support.

For more information, see SecNavInst 5724.3 or your command public affairs officer.

New warfare pin for medical officers

A new warfare designation that recognizes sig-

nificant contributions made by officers of the Medical, Dental, Medical Service and Nurse Corps while serving on surface warfare ships has been approved. The Surface Warfare Medical Department Officer (SWMDO) designation distinguishes a medical department officer or warrant officer from his or her peers.

SWMDO candidates complete a variety of personnel qualifications standards (PQSs), such as division officer afloat, deck watches in port and sections of the surface warfare officer (SWO) and surface warfare officer engineering PQSs, prior to appearance before a multi-member board.

Those medical department officers who have qualified for the SWO designation may apply for the new SWMDO upon completion of six months of satisfactory duty in a shipboard medical department.

As in other warfare designations, the new SWMDO program is not mandatory and progress toward qualifications should be done on an officer's own time, so as not to interfere with their primary duties.

For information on qualifications and waivers, refer to OpNavInst. 1412.8. □



Left: ETCS Manuel R. Pulley, NAS Oceana, Va., chats with Sen. Charles S. Robb (D-Va) following a ceremony honoring Pulley as the 1991 Hampton Roads Military Citizen of the Year.



Photo by Doug Gardner

Black achievers in today's Navy

Compiled by JO1 Chris Price

Achievers come from all ethnic backgrounds, races and colors. Each February — Black History Month — America reflects on the achievements of African-Americans who have made outstanding contributions in society. The Navy is no exception.

All Hands asked commanding officers in the fleet and ashore to nominate a deserving and out-

standing black sailor or civilian at their command — 239 of whom are featured on the following 12 pages.

Because space limitation prohibited the printing of all photos and narratives, an alphabetical listing of those received by the Dec. 9 deadline is featured at the conclusion of this section. *All* nominees were considered "winners," deserving of recognition.



Top: JO2 Quintin D. Lyton, Navy Broadcasting Service, Washington, D.C., is a "Navy News This Week" anchor person, and was selected as the Chief of Information's 1991 Broadcast Journalist of the Year.

Above: LCDR R. Ayesha Muhammad, Transient Personnel Unit, NTC Great Lakes, Ill., is the force behind her command's six consecutive "Pipeline Mover's Awards" for processing more than 3,000 transient personnel.

Below: YN1 Jeffery Bowens, Naval Healthcare Support Office, San Diego, wife Patricia, daughter Alisha and son Jeffery, are the 1991 Accolades Navy Family of the Year, selected from a large field of entrants from Navy commands around San Diego.



LCDR John H. Johnson, Navy Resale Services Support Office, Jacksonville, Fla., is officer-in-charge of Navy Exchange Atlanta. "He quickly earns the complete trust, respect and confidence of all."



MU1 Howard T. Patton, with the U.S. Navy Band "Sea Chanters" Washington, D.C., is considered one of the Navy's finest bass vocalists. Patton was specially selected for this presidential support duty.



CDR Donald H. Flowers, chief engineer, USS *Wasp* (LHD 1), has 29 years of naval service. A "mentor" for junior officers.



Photo by JO1 A.L. Flint

NCC Alonzo Whetstone, NRD Raleigh, N.C., is Navy Recruiting Command's 1991 Zone Supervisor of the Year.



ETCS Frank E. Hudson, USS *Long Beach* (CGN 9), graduated first in his class at nuclear power school and was third at prototype school.



Photo by OTM1 Ray Esson

DKC Sheila E. Wilkerson, assistant officer-in-charge, Personnel Support Activity Det. Brawdy, Wales, is an "outstanding ambassador of the U.S. Navy."

Right: RMC(SS) Anthony L. Russell, EODMU 15, Mare Island Naval Shipyard, Calif., acts as a role model for local youths. Far right: Midshipman 2/C Rocky W. Williams, NROTC University of Colorado, works with teens in gang-related trouble.





Far left: CDR Napoleon Hodges, director for administration, Naval Hospital, Cherry Point, N.C., was a senior chief hospital corpsman. Left: CDR Ellis E. Hodges, head of materials management, Naval Hospital Pensacola, Fla., was a chief dental technician. The officers are brothers.



Top: MAC(SW) Michael N. Dunn, USS *Chancellorsville* (CG 62), with wife, Pilar, and son, Michael Jr. He believes in "commitment to family." Center: AMH1 Keith I. Camper, Naval Air Test Center, Patuxent River, Md., was awarded the NAACP Meritorious Service Award. Above: MACS(SW) Eugene Jones of Naval Construction Training Center, Gulfport, Miss., is a deputy sheriff when off duty.



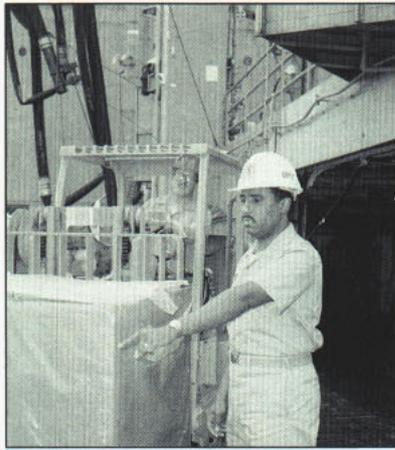
LT Albert L. Crutchfield, USS *Abraham Lincoln* (CVN 72) is catapult and arresting gear maintenance officer. A former enlisted aviation boatswain's mate (launching and recovery equipment), he is no stranger to carriers, having served aboard USS *Lexington* (AVT 16), USS *Constellation* (CV 64) and USS *John F. Kennedy* (CV 67).



Photo by PH3 Terry Simmons

Above: STS2(SS) Gary L. Moore, USS *San Francisco* (SSN 711), is completing an associate's degree in Liberal Arts. Center: MN1 Kirby A. Brown of Mobile Mine Assembly Group Unit 8, Guam displays "superlative leadership qualities." Right: MS3(SS) Justin M. Shamell of USS *Kentucky* (SSBN 737) (Gold) is a Kentucky-born licensed minister.





Far left: IC1(SW) Thomas Dashiell, USS Comstock (LSD 45), has a "recruiting poster appearance." Left: LT Richard D. Roberts Jr., USS San Diego (AFS 6), provided outstanding logistic support to the Persian Gulf.



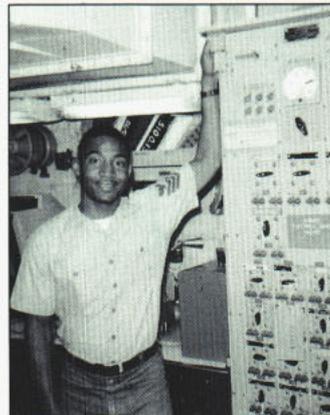
Left: HM1(SW) Amos C. Holmes, USS Tuscaloosa (LST 1187), treated 12 Mexican seamen who were adrift at sea for four days. Holmes is Tuscaloosa's 1991 Sailor of the Year. Below: ET1(SS) Rosario McWhorter was RTC Orlando, Fla., Recruit Company Commander of the Year for 1991. Three of his five recruit companies earned the prestigious Commanding Officer's Award for Excellence.



Above left: FC1(SW) Johnny L. McMillan, USS Worden (CG 18), was rated the No. 1 petty officer first class in combat systems department. He is a "Saturday Scholar" volunteer and Scripture reader at his church. Above right: RMCS(SS) Jeffrey L. Johnson, Naval Alcohol Rehab Center, Jacksonville, Fla., is an ordained Pentacostal minister and role model. He is the father of three children.

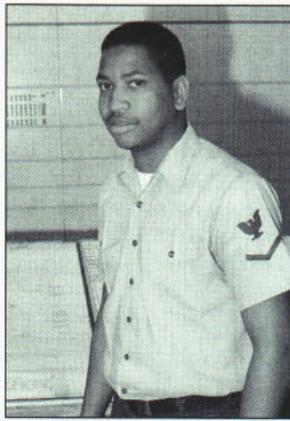


Below left: BMC Joseph S. Mayhand, Transient Personnel Unit, San Diego, excels at one of the Navy's busiest commands. "The entire command relies on him to resolve complex situations." Below right: SKC(SW) Kenneth A. Faulkner, USNS Sirius (T-AFS 8), is a highly competent, future LDO, with a "flawless grasp of the technical and professional aspects of storekeeping."



Above left: IC1 Steven Ford, USS Reid (FFG 30), "always remains calm and collected, no matter what the crisis." Above right: Paul Randolph, Naval Weapons Station (Transportation), Charleston, S.C., is a beneficial suggestion winner.





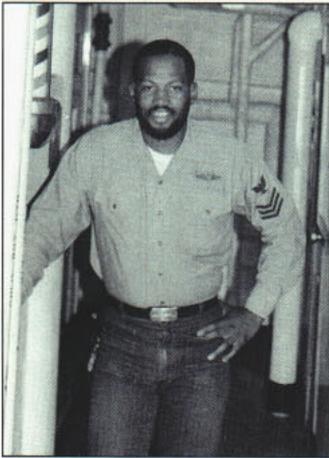
Left: CTR1 Larry B. Bagley, NSG Det. Pensacola, Fla., designs and writes software systems. Below: YNC(SW) Larry D. McInnis, USS *Champion* (MCM 4), is "a warm friend, loving father and a superior shipmate."



Left: LN2(SW) Reginald C. Walker, NAS Beeville, Texas, is an independent and highly-regarded legalman. Center: YN3 Israel Jenkins, VT 21 NAS Kingsville, Texas, is the city's Honorary Citizen for community involvement; his PRT is always outstanding.

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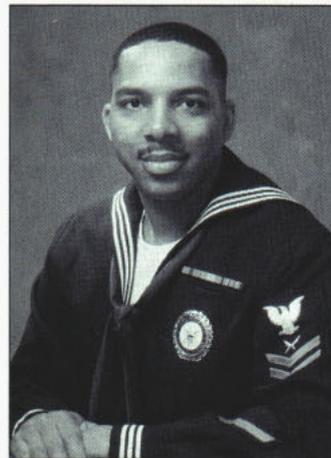
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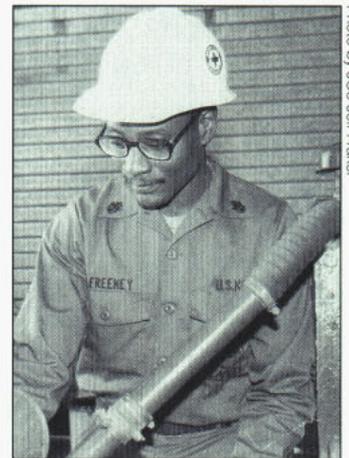
SK1(SW) Bernard L. Griffin, ComNavSurfPac RSG, lends a helping hand to the homeless. "Freely gives to the less fortunate."



CTTC Wardell Gillespie, ComTelComSta, Rota, Spain, ranked 5th of 3,000 for Rota's "Rociero del Ano," Man of the Year.

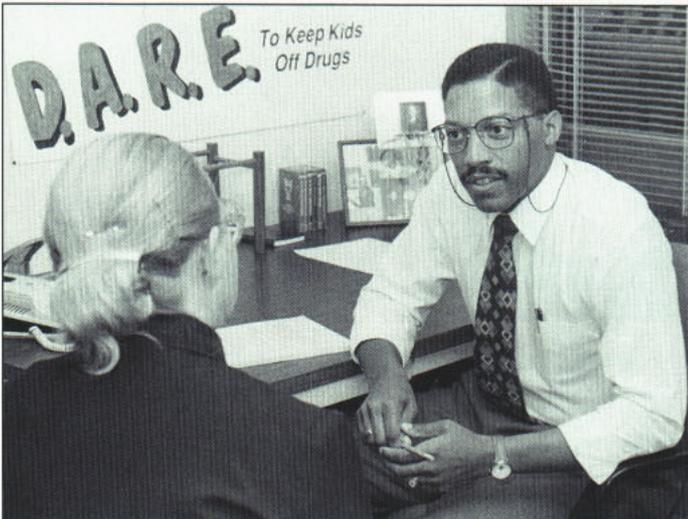


YN2 Michael Davis, Naval Reserve Recruiting Command, Det. 4, Orlando, Fla. "His exuberance promotes morale."



CMC Henry Freeney Jr., NMCB 40, Sigonella, Sicily, supervises 70 Seabees; restores vintage automobiles. Originally from Dallas.

Photo by JCS Jeff Fraker



Above: Ron Miller, NAS Sigonella, Sicily, has "a charismatic personality; very professional."

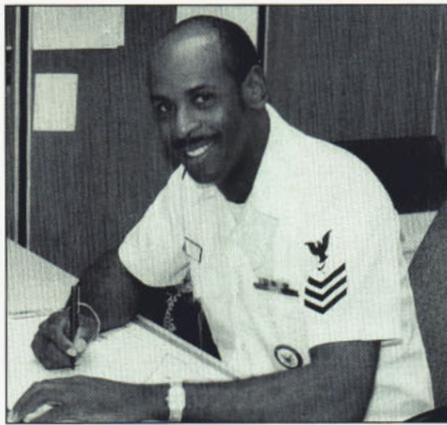


Above left: BMC(SW) Gregory Thomas, USS *Mars* (AFS 1). *Mars* Sailor of Year 1990; ComLogGru 1 Sailor of the Year (Sea) 1990. Above right: BMC(SW) Larry D. Young, USS *Juneau* (LPD 10), "earned command respect through natural leadership ability."





OSC(SW) Otis L. Leake Jr., USS *Nashville* (LPD 13), credits his success to his parents, his wife and faith in God. He is a "Big Brother" and community watch block captain.



YN1 Alfred B. Lawrence, Anti-submarine Warfare Operations Center, NAS Cecil Field, Fla. Instrumental in zero discrepancies in admin/material assist visit. "There is no finer choice."



Above: SK1 Richard A. Smith Jr., USS *Kauffman* (FFG 59), leads both his shipmates and family "by example." Above center: CTT1 Danny D. Moore, NSGA Winter Harbor, Maine. "Already in the spotlight. His instruction is outstanding." Right: HM2 Franklin C. Knox, National Naval Medical Center, Bethesda, Md., is a high school track coach when off duty and has a master's degree in Health Administration. He apprehended a would-be thief, ending a rash of hospital robberies.

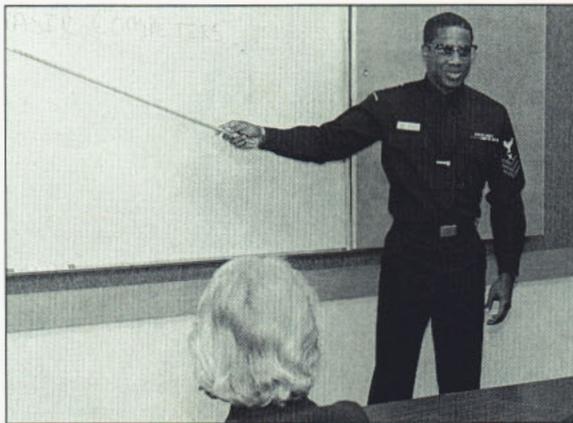


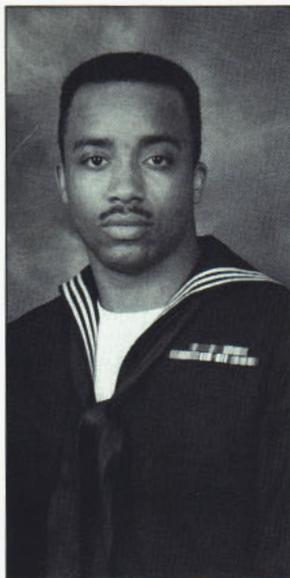
Photo by Dawn Marlowe



Above: YN2 Norman L. Roberts, USS *Harold E. Holt* (FF 1074), ComNavSurfGru Mid-Pac's Athlete of the Year.



Top: TM1 Scott Willis, USS *Antietam* (CG 54). "From his flawless uniform to his positive attitude — he's exceptional." Above: DT3 Renee T. Anderson (with name tag), Branch Dental Clinic Sigonella, Sicily, believes in "attention to detail, and doing it right the first time." Left: HM1(SW) Courtney O. Abrams, USS *Acadia* (AD 42), is "the lanky, soft-spoken corpsman, with the ready smile." A firm believer in "a healthy body, a healthy mind."



Far left: YNSN Darvin J. Dotson, USS *Tripoli* (LPH 10) "excelled in every aspect of his young military career. He's one of my finest!" Center: ABHC Dwayne M. Edwards, Naval Brig/CCU, Philadelphia, oversees 100 confinees' valuables; husband and father of three. Left: MM1(SW) Terrell G. Rucker, USS *Anchorage* (LSD 36), won Hawaii's "Strongest Man Competition," among others. Broke Hawaiian state record by lifting 705 lbs. in the dead lift.

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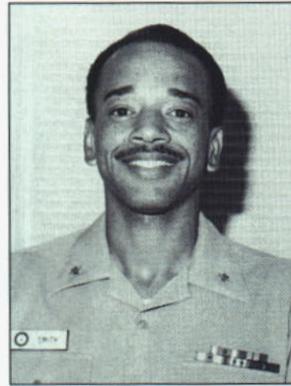
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AK1 Pretena Y. Cobbs, HSL 46, NAS Mayport, Fla., handles annual budget. "Shining example of limitless talent and capabilities. A gold mine of enthusiasm."



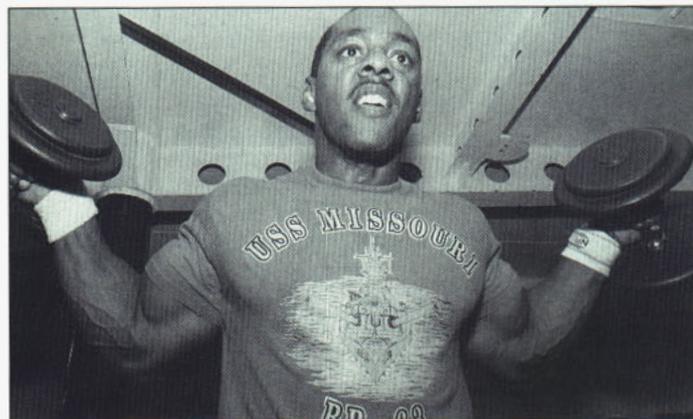
Terrell Baham, Reserve Personnel Center, New Orleans, is a budget analyst with team spirit. Will earn a bachelor's degree in Accounting in May 1992.



CDR Frank J. Smith, Navy Supply Corps School, Athens, Ga., nominated for NavTecTra Virgil Lemmon Award for top contributions to aviation maintenance.



YNC Charlotte Hurd, NRD Columbus, Ohio, an NROTC recruiter and mother of two. "Absolutely impressive."



Above: BM1 Ernest C. Ervin, USS *Missouri* (BB 63), center gun rammerman for turret 2 in *Desert Storm*; led crewmen/families in post-war morale-lifting events. Active in "Say 'No' to Drugs" campaign.



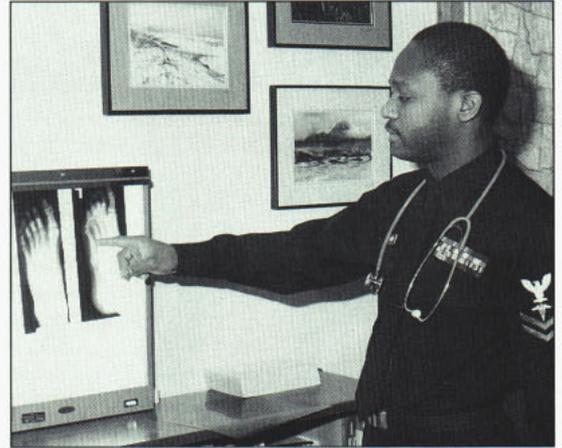
Center: LCDR Gregory A. Black, Mobile Diving/Salvage Unit 2, Little Creek, Va., reserve coordinator; touch football coach; "articulate and analytical." Right: EMCM(SW) George G. Watkins II, USS *Reasoner's* (FF 1063) command master chief; "Proud to be a part of the Navy — even prouder to serve it."





Left: CAPT Anthony J. Watson, deputy commandant of midshipmen, U.S. Naval Academy. "Having grown up in public housing in Chicago where survival remains, even today, the highest priority of our youth, I continue to have a deep respect for those who make the transition into the Navy." Below: HM2 Samuel Baker, Branch Hospital, Adak, Alaska, LPO military sickcall/emergency; "Outstanding at this remote facility."

Photo by Wayne McCrea



Above left: CTM1 Thomas P. DeLaine Jr., NSGA Pearl Harbor, with wife, Linda Sue. Selected as command's Sailor of Year 1990. "Great concern for others." Above right: BMC(SW) Raynard Kidd, USS *O'Brien* (DD 975), one of the leading CPOs aboard; "Deserving of this recognition." Kidd is originally from Birmingham, Ala.

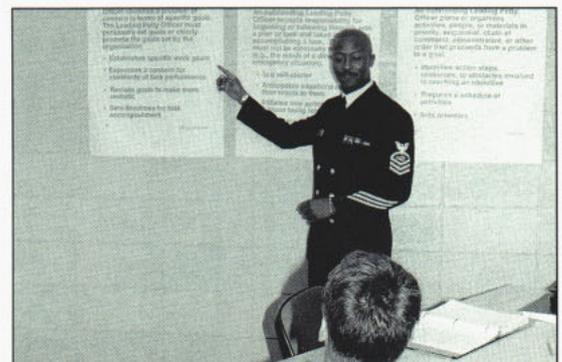
Right: LT Michael E. Tabb, USS *El Paso* (LKA 117), Naval Academy grad; boat group commander/assistant first lieutenant; "people's choice" leader. "Has an uncanny knack for reaching the hearts and souls of today's sailor. I can think of no finer example of a young officer. . . ."



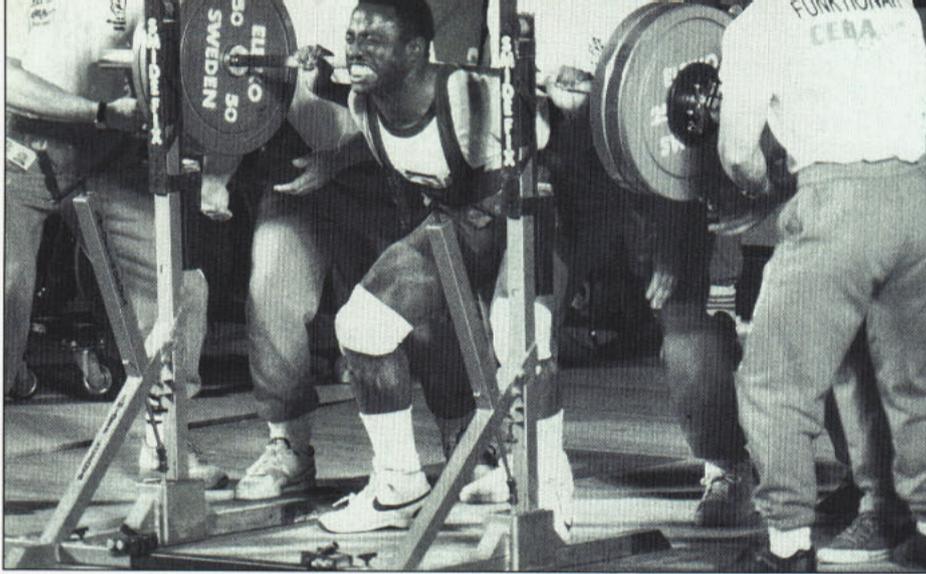
BM2(SW) Gerald L. Whiteside, USS *Whipple* (FF 1062). His guidance earned captain's gig 2nd Place in ComNavSurfPac Surface Line Week.

HM2 Linda Day, Bureau of Medicine, Washington, D.C., goes the extra step to complete tasks. True to medical motto, "Charlie Golf One."

EM2(SW) Sybil D. Rhodes, USS *Cimarron* (AO 177), ship's Sailor of the Year 1990.



RMC Dennis R. Coleman, Naval Air Technical Training Center, Millington, Tenn., is also a senior at Memphis State University. "Worthy of emulation."



Left: LT Dave Ricks, Naval Facilities Engineering Command, San Diego, is "World Powerlifting Champion." Lifts 1,723 lbs. (10 times his 165 lb. weight); inducted in his hometown (Barberton, Ohio) "Sports Hall of Fame."

Courtesy of Powerlifting USA

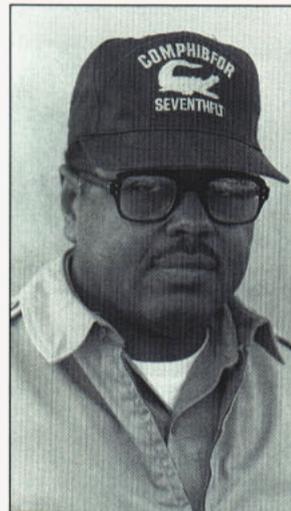


Above: LTJG Carl A. Walker Jr., Naval ComTelComSta, Key West, Fla., head of ops dept. "Believe in, and take care of your people, and they will believe in, and take care of you."

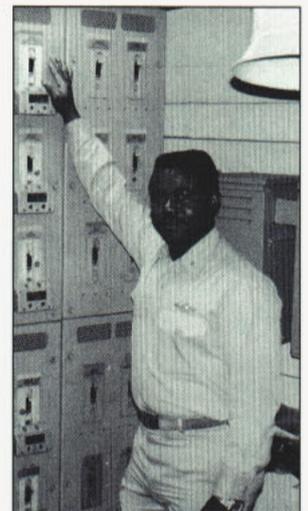


Above: AMH1 William Stokes, HSL-51, Unit 25251, Atsugi, Japan. The command's only SH-60B experienced "AM." "Unmatched drive, maturity and dedication."

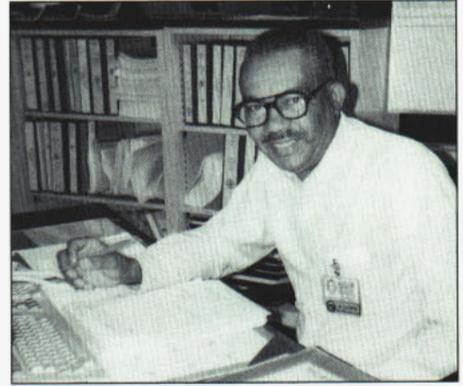
Top right: OS2(SW) Geoffrey L. Williams, Fleet Area Control/Surveillance Facility, Virginia Capes. He is the father of one son and hails from Pittsburgh. "A superb leader and military professional." Right: SM1(SW) Abraham A. Mackey, NavSta Charleston, S.C. Runner-up 1990 CNO USNR Sailor of Year (SOY); Atlantic Fleet USNR SOY 1990; CruDesGru 2 1990 USNR SOY; seminary student, Sunday school superintendent and choir singer. "A gentleman's teacher: soft-spoken and patient."



Above left: CWO2 Ronald L. Jones, ComPhibFor SeventhFit, helped plan the joint amphibious exercise *Valiant Blitz '92*. Above center: HM2 Cheri C. Pope, Naval Hospital, San Diego, mother of two; emergency medical technician. Above right: ENC(SW) Hilton J. Glynn, USS *Vancouver* (LPD 2), from St. Vincent, West Indies, holds master's degree. Right: MA2 La Trenda Funches, Navy Absentee Collection Unit, Great Lakes, Ill., is a college student and tutor.



Right: SKC Alexander McCray, Naval ComTelComSta Cutler, Maine, is a father figure, from whom sailors seek advice and counseling. Far right: LCDR Wayne T. Lockley, of VAQ 33, NAS Key West, Fla., is an EA-6B pilot and "No. 1 lieutenant commander."



AZ1(AW) Maxine Goodridge, NAS Jacksonville, Fla., earned a bachelor's degree in Aviation Management.

Albert Sanford Jr., SIMA, Reserve Maintenance Facility, Long Beach, Calif. "He didn't rewrite the book; he wrote it!"



Above left: ABH1(AW) Frank C. Lynah, NRD Washington, D.C., command's "Recruiter of the Year 1991," "Top Minority Recruiter of the Year." Above right: OS1 John Hall, commander, CruDesGru 3. When problems arise, the frequent call is, "Get Petty Officer Hall." Right: PH2 Novia E. Harrington, Sub Training Facility, Charleston, S.C., is the command's "Outstanding Female" three consecutive years for PRT, a top athlete and a Naval Sea Cadet LTJG.



Top: RPC Melvin Smith, Naval Hospital, Portsmouth, Va., is in PTA, assists elderly. "To be admired." Above: MS1 Dennis Harrison, Navigation Aids SupUnit, CBC Gulfport, Miss., not only cooks but operates diesel generators. Below left: NC1 Cedric M. Ealy, zone supervisor, NRD Milwaukee, has 16 Gold Wreaths (each for three consecutive months of goal attainment). Below right: HM1 Kenneth Jackson, Inspector/Instructor, 1/23 Marines, Houston, had 1991 Meritorious Mast. "Results consistently superior."





Photo by JOC James R. West

Far left: RM1 Clinton W. Felder, NavCom Det., Cheltenham, Md., base housing mayor; "stellar performer, self-starter." Center: EMC(SW) John M. Moore III, USS *Mississippi* (CGN 40). "Doesn't just promise, but delivers. Anything less wouldn't be EMC(SW) Moore!" Left: CEC Darren T. Robinson, NMCB 1, a lay leader and "rare CPO, expected to climb the ladder to MCPO."



Right: DK1 Henry L. Ferrell Jr., PSA Det. Patuxent River, Md. "Recognized as a true professional, and respected for making the right decisions. Worked diligently to overcome the inherent barrier between DK and PN ratings."



Above left: LT Lewis J. Carver, NAS Alameda, Calif., weapons officer who has "made the most of every opportunity the Navy has provided." He serves as secretary of the Novato Protestant Men's Group, devoted to providing for the needy. Above right: YN3 Randall J. Lavern, ComPhibRon 3, is a Boy Scout volunteer and a "model sailor." He is a member of the staff's softball and basketball teams.

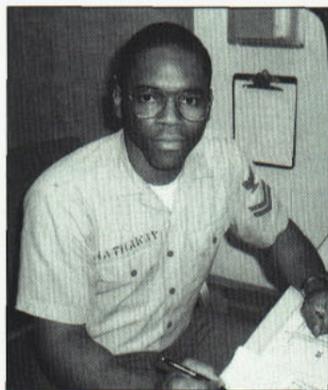
Below: AMSC(AW) Joseph N. Bennett, RTC Great Lakes, Apprentice Training Airman Course Manager, sports enthusiast. He was recognized by the mayor of Waukegan, Ill., as a superior citizen.



Above left: Gwendolyn M. Lewis, CNET, Pensacola, Fla., program management support. Black/Hispanic (EEO) employment manager; coordinates ethnic events; member of Alpha Kappa Alpha Sorority, Inc., Phi Delta Kappa fraternity and life member of Phi Alpha Honor Society. Above right: YN1 Ethel M. Hill, Defense Intelligence Agency, Washington, D.C., has an "A" average at community college; a community volunteer who's "truly outstanding."



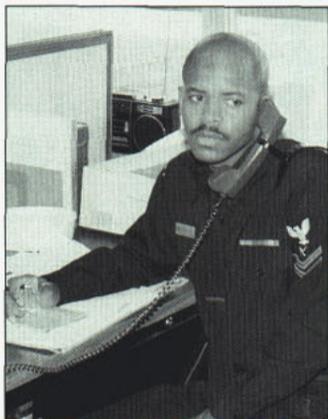
LTJG Marian D. Palmer, Naval ComTelComSta Newport, R.I., role model to teens; feeds the hungry.



ET2 Leo D. Hathaway, NavFac Keflavik, Iceland. Led beautification project. "Unyielding dedication."



CAPT R.G. Stewart Jr., ComNavSurfPac, San Diego, Force JAG. NAACP Award; "deserves recognition."



YN2 Vernon S. Patton, ComDesRon 4, encouraged his wife to complete college; "respected by all."



Above left: Rose Dennis, Naval Supply Center Oakland, Calif., with the Navy since 1946; 1991 Meritorious Civilian Service Award. Above right: HM2 Keith Staples, Naval Hospital Jacksonville, Fla., trains emergency medical techs. "The best." Right: PC1 Steven L. Coney, NAS Norfolk (MAC), ranked first of 193 E-6s. "Outstanding role model."



And still others outstanding

IS2 Ezra Abdullah, VAQ 139; MT1(SS/SW) Kenneth P. Abrams, Trident Training Facility, Kings Bay, Ga.; ADC Larry J. Addison, VS 31; LT Annie B. Andrews, NAS Keflavik, Iceland; SN Martin L. Andrews, USS *Fresno*; RM1(SW) Herman L. Archibald, USS *Gridley*; AOCS James R. Armstrong Jr., VF 106; SMCS(SW) Wayne T. Bailey, USS *Mobile Bay*; LTJG Walter L. Banks, USS *Wichita*; LT Danny T. Barnes, USS *Peleliu*; EM2(SW) Alison Brinkman, SupShip, Groton, Conn.; ETC(SW) James H. Brown, USS *Peoria*; OS2(SW) Clayton E. Brown, HQ, Naval District Washington; PN1 Terezre L. Brown, PSA Det., NAS Pensacola, Fla.; TM1 Bobby D. Brown, NavWepSta, Earle, N.J.; YN2(SS) Terrance J. Brown, Submarine NR-1; YNC(SW) Cheryl Brown, SIMA, Newport R.I.; LN1 Tyrone Burnett, NMCB 5; DTC Donald C. Burt, Naval School of Dental Assisting and Technology, San Diego; MM1 Dexter A. Cameron, USS *McCandless*; Mavis Campbell, Oceanographic and Atmospheric Lab, Miss.; YNC(SS) Tyrone Casablanca, ComNavSubPac, Pearl Harbor; YN1 Cynthia D. Champion, Fleet Ocean Surveillance Info, Rota, Spain; RM2 Robert E. Chandler, Naval Radio Receiver Facility, P.R.; LN1(SW) Tobias Chappell, NavSubBase Kings Bay, Ga.; SK1(SW) Michael Clark, Oceanographic Unit 1; RP3 Karen M. Clements, Naval Security Station, Washington, D.C.; AMHC(AW) Ferninand M. Cole, HC 5, WestPac. LT James A. Collins, USS *Samuel Gompers*; PN2 Thomas G. Corley Jr., PSA, Washington, D.C.; DP1 Irma D. Crayton, Tactical Training Group Pacific; AMHC(AW) Freddie L. Davis, VAW 125; RM1 Sandra M. Deadwyler, Fleet Surveillance Support, Chesapeake, Va.; YN2 Gary Dillon, VFA 137; YN1 Ebonnee Dinkins, Naval Intelligence, Washington, D.C.; QM1(SW) Reginald C. Doctor, USS *Cook*; AD1 Reginald E. Duckson, NavResFor, New Orleans; PN1 Elmira Elmore, PSA Great Lakes, Ill.; CTR1 Tracy I. Ervin, NSGA Pyongtaek, Korea; FC2(SW) Lacey L. Flagler, USS *De Wert*; PN2 Sharon L. Fleming, PSA Det. Philadelphia; Marcia Folkes, NavSta Pearl Harbor; IC3 Deborah Galbreith, NavSta Subic Bay; LN1 Judith L. Goldsmith, ComNavSurfPac; MS1 Leslie Grady, ComDesRon 21; RMC(AW) Henry K. Green, NavComSta Yokosuka, Japan; MRC(SW) Michael A. Gresham, USS *Paul F. Foster*; LCDR Theodore Guillory, USS *Roanoke*; GSM3 Duncan K. Guishard, USS *Hayler*; Midn. William E. Hamilton, ROTC Norfolk; EM2 Samuel L. Hawkins, USS *Elliot*; CTT1 Michael Hayes, NSGA Edzell, Scotland; ETC(SW) Everett Hayes, USS *Ingersoll*; ENCS(SW) Charles Hentley, Mobile Diving Salvage Unit 1; MS1(SS) Ernest C. Hill, USS *Omaha*; EWC(SW) Ernie A. Hogan, USS *Vincennes*; AMH1 Michael S. Holloman, VR 52; FCM(SW) Obgonnia Idemiliaronu, Naval Medical Clinic, Port Hueneme, Calif.; FCCM(HW) Albert Jackson Jr., CNET, Pensacola, Fla.; QMC(SW) Herman Jackson, USS *Bowen*; YN2 Myron Jackson, USS *Cushing*; EN1 Jacques Jeanbart, USS *Dubuque*; YNC Arnold B. Jenkins, VS 24; Jake Johnson, SIMA, San Diego; BM2 Larry Jones Jr., NRD Chicago; Louis Jones, NSGA Charleston, S.C.; MSC(SS) Timothy Lee Jones, NavPhibSoc West, Fla.; MAC David J. Laurie, NavBase Charleston, S.C.; YN1(SS) Joseph E. Lett, NavResCen, Cincinnati, Ohio; EN1 Patrick Lewis, NavSta Puget Sound, Seattle; RM1(SW) Milton J. Lockley, USS *Rushmore*; EN1 Richard H. Lucas, USS *Yosemite*; AC1(AW) Karen Mason, NAS Mayport, Fla.; DT3(SW) Allen Matthews, Naval Dental Center, Charleston, S.C.; SK2(SW) Michael J. Maxwell, USS *Princeton*; MS1 Janet A. Mays, NavPhibBase, Coronado, Calif.; YN1 Clarence C. McCallum, NavResCen, Macon, Ga.; LCDR Anthony E. McFarlane, BuPers, Washington, D.C.; Billy McIntyre, Norfolk Naval Shipyard, Portsmouth, Va.; SKC Sophia A. McMillan, NavSta Philadelphia; HM1 Rory D. Miller, Naval Medical Clinic, Portsmouth N.H.; OS2(SW) Everette B. Mooney, Navy Absentee Collection Unit, Seattle; IM2 Robert B. Moore, SIMA, Philadelphia; CWO2 Lloyd Nance, Navy European OpsSupAct; OSC Elliott Nichols, USS *Racine*; SN Edgar L. Peavy, USS *Goldsbrough*; SW2 Edward Perry, CBU 407, NAS Corpus Christi, Texas; CTR2 Larry L. Peyton, NSGA Northwest; LT Herman Platt, ComDesRon 23; NCC(SW/AC) Larry J. Ponder, USS *Kansas City*; CTM1 Barbara A. Powell, NSGA Homestead, Fla.; AE2 Anthony E. Reid, AIMD, NAS Oceana, Va.; BM3 April L. Richardson, NavSupFac, Diego Garcia; Mid/1st Christopher Riley, USNA, Annapolis, Md.; AMHC(AW) Clifton Roberson, VF 202; FC1(SW) Morris E. Roebuck, USS *Halsey*; CM2 Robert Rose Jr., Beachmaster Unit 1, NAB San Diego; ET2 Arthur Rose, USS *Bristol County*; SK1 Catherine Sabater, UCT 2, Port Hueneme, Calif.; SK2 Jessica D. Sanford, Naval Hospital, Orlando, Fla.; TMC3 David L. Scarborough, USS *Proteus*; TMC Junious L. Scott, USS *South Carolina*; AZAN Kathy Shelton, VAW 120; LCDR Hollis E. Sims, USS *Waterford*; GMC(SW) Louis E. Singleton, USS *Pyro*; AT1 Joel Smith, VP 31; CDR Langston D. Smith, Naval Dental Clinic, Pearl Harbor; SKCM Alice L. Smith, SIMA, San Diego; AMS3 Joseph L. Sorells, VT 4; SH2 Bonnie G. Southall, Branch Dental Clinic, NAS Millington, Tenn.; RM1(SW) Byron J. Spearman, NavComTel Area Master Sta, Wahiawa, Hawaii; RM1 Freddy Stagers, USS *St. Louis*; AO2 Gary L. Stewart, NAS Lemoore, Calif.; MA1 Chrystal Stone, NavSta San Diego; GMC(SW) Frank L. Streeter, USS *Fletcher*; AFCM(AW/SW) Robert I. Sweat, USS *Okinawa*; Linda Toran, NADep, Norfolk; BM1(SW) Moses Truesdale, USS *Waddell*; FC1(SW/AW) Terance E. Tucker, USS *New Orleans*; DK1 Yolanda D. Tyler, USS *Jason*; RM1 Eric L. Tyson, USS *Conserver*; CTR1(SW) Wilbert Vaughn, USS *Arkansas*; OSC(SW) Cornelius Ware Jr., SWO School, Newport R.I.; SK1(SW) Gregory D. Washington, USS *Lockwood*; GMG1(SW) Delmas Whittaker, USS *Cape Cod*; YN2(SS) Clemmie Williams Jr., USS *L. Mendel Rivers*; QMC Cary J. Williams, USS *Gettysburg*; EM1(SS) Anthony W. Winston, NavResCen, Orlando, Fla.; HMC(SW) Terry A. Woodcock, USS *Hewitt*; MT1(SS) Michael C. Wooden, USS *Kentucky* (Blue); FC2 James Marc Christopher Wright, USS *Barbey*.



U.S. Navy photo

Tell 'em what they need to know

MCPON: Bridging the gap for 25 years

Story by JOCS Robert C. Rucker

A quarter century ago it was a radical concept. In an organization considered as tradition-bound as the United States Navy of the 1960s, it was practically outrageous. Yet it had to be done. The American public was increasingly unhappy with the military because of Vietnam. That unhappiness translated into a general lack of support for those in uniform. First-term retention hovered around 10 percent. With new technology being introduced, the Navy had to keep good sailors in the service. Someone had to filter through the bull and bureaucracy to tell the Navy's most senior leadership what enlisted sailors were really thinking.

Out of these frustrations came a recommendation: "Establish a billet for the 'Leading Chief Petty Officer of the Navy' (LCPO). . . . Provide for a 'direct dialogue

channel' between enlisted personnel and the LCPO." From this recommendation was born the position we now know as the Master Chief Petty Officer of the Navy. For 25 years, the seven men that have occupied the billet have been doing exactly what the original charter called for — listening and talking to enlisted sailors around the world, then telling the Navy's senior leadership what they need to know, not just what they want to hear.

Since Jan. 13, 1967, when Master Chief Gunner's Mate Delbert D. Black was officially appointed "Senior Enlisted Advisor of the Navy," the initial title for the new office, he and his successors worked within a powerful leadership network that made people's needs a priority. Each, in his own way, developed and refined the tools necessary to build a bridge spanning the 200-year-

Opposite page: The first MCPON, GMCM Delbert D. Black, talks with a forklift driver in Vietnam during a 1968 visit. All of the MCPONs have traveled extensively throughout the fleet to keep in contact with sailors. Left: RMCM(SW) William H. Plackett, the sixth MCPON, testifies on Capitol Hill with the senior enlisted leadership of the other services.



U.S. Navy photo

old communication gap between deckplate sailors and their senior leaders in Washington, D.C. Some had full support of the Chief of Naval Operations (CNO) and the Chief of Naval Personnel (CNP); others did not.

The results of that radical concept can be seen all around today's Navy, many of which we take for granted

— from having civilian clothes aboard ship to development of the entire Family Services support network. *All Hands* recently spoke with four of the six living MCPONs — Black; Master Chief Operations Specialist Robert J. Walker, the third MCPON; Master Chief Aircraft Maintenance-man Thomas S. Crow, the fourth MCPON; and Master Chief Avionics Technician (AW) Duane R. Bushey, the seventh and current MCPON. They reflected on the changes they've seen and the changes to come.

In 1967, when Black reported aboard as the first MCPON, a billet created largely at the insistence of then-Secretary of the Navy Paul H. Nitze, he discovered that few people in Washington, D.C., had a clear idea of what he was supposed to do.

Looking for guidance, Black paid a visit to then-Chief of Naval Operations ADM David L. McDonald. He recalled receiving a less than warm reception from the Navy leader. The visit turned out to be the only conversation he would have with the CNO during his tour as MCPON.

Black said he felt that McDonald reflected the prevailing management style used throughout the military and civilian world at that time — more production-oriented and less people-minded.

"He always referred to our 'inventory of personnel.' I said 'You don't inventory personnel. You inventory material.' I never could get that across to him, but I never got to talk to him, either."

"When I asked the tailor to put a third star above my crow, he looked at me like I was a drunken sailor out of my mind."

Upon that inauspicious start was built the most recognizable enlisted position in the Navy.

"In the beginning there were no guidelines," said Black. "We were trying to establish the credibility of the office. The most important change there has been is the acceptance of the office by most of your admirals and captains. They have confidence in what we're doing. That's what all of us strive for, letting them know we're here to assist and not to undermine them. That's what I spent all of my time on the road doing. In addition to talking with the sailors, I was talking to the COs. I let them know what I was doing and that I wasn't holding an inspection or trying to get them in trouble. If you [the CO] have a problem I find, you'll be the first one to know. It took a long time to get that degree of acceptance."

Black knew he would need a visible sign that he was, in fact, the top enlisted man. His wife, Ima, came up with the solution. She suggested putting a third star above his rating badge. Black liked the idea and so did the Uniform Board.

"When I asked the tailor to put a third star above my crow, he looked at me like I was a drunken sailor out of my mind," Black said. But from years of fleet experience, Black knew that three stars alone

would not mean instant credibility. He would need to build confidence and credibility from the top down as well as from the bottom up.

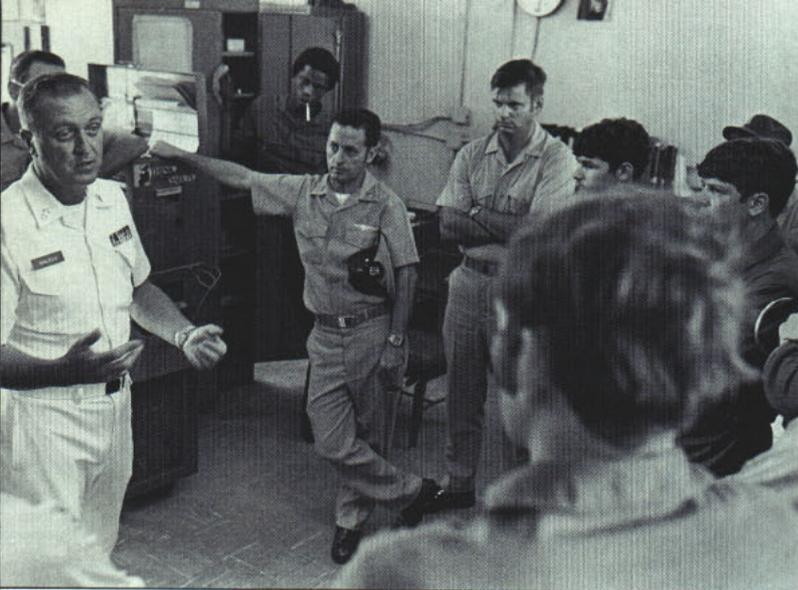
"I think we all realize that you can come up here and sit behind the desk, if you want to — never move, never talk," said Black. "Or you can get out there and do your job. I hope we never get anyone in here that wants to sit behind the desk all the time."

But what qualities did these men bring from the fleet that made them different?

"One thing you have to bring to this job is knowledge of the Navy," said Crow. "You have to know what the Navy is all about. You have to be sensitive to what's happening around us."

"You have to believe in the 'Total Navy,'" said Bushey. "You can't be parochial — you can't just look out for your own community."

"You hear about 'One Navy' and the 'One Navy concept' all the time. But this office has to believe in it," Crow agreed. "You can't allow anyone out there to feel



U.S. Navy photo



they don't have access to this office. The most enjoyment I had in my first year on the job was going out and learning about the other communities. I was an 'airdale,' and understood that, but I didn't know enough about the surface force or the submarine force and their contributions. I had to develop more knowledge about that. There's nothing more stupid than going out among a group of submariners and not really knowing what you're talking about. . . . you're never going to really know, but you have to try and understand."

That understanding has to go deeper than mere policy and procedure. You have to know people — enlisted people. Once armed with that knowledge you have to develop a full understanding of the processes that bring about change to benefit sailors. There are two distinct arenas for that change: a Navy internal policy process and an external legislative process. It is the latter that brings with it the accusation of "politics."

"There's very little political about this job," said Bushey. "There's some ambassadorship and some social functioning, but that's where you're getting the word out about sailors. That's where you meet a lot of the people who are working the same issues you are."

"I've answered questions from people wondering why the MCPON would testify on Capitol Hill," said Black. "If you could test the reactions of Congress and see whether they believe what they hear from the MCPON or the same message from the CNP, you'd see the MCPON is a lot more credible. In the end, that helps our sailors."

"You have to look at the fact that things which affect our sailor's quality of life are all a result of legislature," said Crow. "We don't just go ask the chain of command for them. You come to D.C. and find this mass of bureaucracy you're not going to shake loose. So you go about doing whatever you need to do to get what sailors need. If the pulse of the fleet says, 'We need a pay raise,'

then you're going to have to get involved in the politics of that. You have to understand it. Politics are involved in the process. But we don't slant our message on the basis of politics."

Internally, however, messages do change. That change reflects the needs of sailors serving at that particular time. Some policies die, others are reborn.

"If you do away with a program, you can bet that within five years it will be reintroduced with glowing headlines," Walker said. "You may have changed the title, but the program is the same damn thing. That will probably go on for eternity."

"In a sense Total Quality Leadership (TQL) is a reincarnation," said Crow. "It incorporates a whole bunch of functions we've always been doing, or should have been doing. Someone finally found a way to address them. I don't know when we've ever not taught good leadership or not emphasized that we were a team. We've preached that for 100 years. We're putting all these elements together under a program, giving it some very fresh top commitment and saying to everybody, 'Let's all go do this.'"

"There's a lot of value to being able to stay in touch with my predecessors," said Bushey. "Being able to go back and understand why some things happened and why decisions were made when they were in office helps

"I don't know when we've ever not taught good leadership. . . . We've preached that for 100 years."



Opposite page: Getting down to the deckplate, as OSCM Robert J. Walker, the third MCPON (left), and AVCM(AC) Billy C. Sanders, the fifth MCPON (center) did, is what the job is all about. Above: The six MCPONs prior to AVCM(AW) Duane R. Bushey: (from left) Sanders, AFCM Thomas S. Crow, RMCM(SW) William H. Plackett, AFCM John D. Whittet, Walker and GMCM Delbert D. Black.

tremendously. It keeps us from making mistakes twice. To understand the reason why decisions were made, however, doesn't mean we shouldn't do something today, because times change. You make better decisions if you know the history."

During the past 25 years, the MCPON has helped the Navy steer a course through some rough waters during troubled times. Keeping a perspective on that larger picture is often difficult, but remembering the office charter — to be the voice of the sailor — has helped these MCPONs through those waters.

"My time frame as MCPON (1975 to 1979)," said Walker, "was encumbered by the drug scene and desertions. You had a national reaction of the country against the military. It was a nightmare! That does not hold true today. I look back on some days I could have sat down and cried, there were so many problems."

"I followed Bob in the office and inherited many of the problems that he mentioned," said Crow, who held the billet from 1979 to 1982. "People had a tendency to hide the fact they were in the Navy because there were a lot of problems. But toward the end of my tour I noticed things were starting to change. We started to bolster ourselves up through a concerted 'pride and professionalism' program. We started to make it happen."

"I definitely had the feeling we were coming back to a middle-of-the-road approach," said Walker. "We were never going back to a 'nail fist' policy of hammering everyone. There was a great deal of pressure on ADM

"For the rest of your life you're part of the Navy. That's pretty heavy when you first take the job."

Holloway (then-CNO) by a couple of very senior naval officers to change things completely. They were saying, 'Zumwalt's gone. We've got the reins. Now let's just go out and change things. We'll make sure everybody stays in line. We're gonna shave everybody's head.' Holloway said, 'Absolutely not. We're going to go back to the road that we can, in fact, travel and be comfortable with.' We had to adjust to the times."

"It's easy to start a program," said Black, who served from 1967 to 1971. "It's difficult to go back. I was under Zumwalt for eight months. I had no quarrel with most of the things he was doing, just the way things were being done. I felt some of them were good — some of them were bad. But I had my say."

"I'm the luckiest one of this group," said Bushey. "I had the most support of any of them, starting with the Secretary of the Navy, the CNO, the vice CNO, the CNP — that's where you really need to have credibility and support. I look back and I know each one of them had trouble with at least one, if not more, of these people."

Not only has the Navy changed because of the job they did, each one of them has been tremendously affected by the position.

"Once you've accepted this position, there's no real retirement from the Navy," said Bushey. "You see that sitting here right now," he added, indicating his three predecessors. "For the rest of your life you're part of the Navy. That's pretty heavy when you first take the job."

"For the rest of your life you're in a fishbowl," said Walker. "If one of these guys does something that hits the newspapers, there it is. 'Master Chief Petty Officer of the Navy (retired) does this.' That's a slap in the face of the entire enlisted community."

"It's really changed my driving habits," said Bushey. "We're like everyone else. You're driving along and someone cuts you off. Well, you just want to roll down your window and yell at them. But when you have 'MCPON 7' on your license plates, you just can't."

"This was the greatest challenge and the greatest personal satisfier that I've ever had. Never again are you ever going to experience the euphoria that comes with this job," said Walker.

"There's an emptiness after you leave it. As great a challenge as it is, you miss it. The civilian world doesn't have anything to offer me out there that will ever match being in this job," said Crow. "and I don't care who knows that." □

Rucker is assistant editor, All Hands.

“We’re not heroes”

As California burned, Alameda firefighters saved lives and property

They want you to understand one thing up front — they’re not heroes. They were just called upon to fight the biggest fire of their careers. The four Naval Air Station (NAS) Alameda, Calif.,-based civilian firefighters from Engine 2, who helped stop the Oakland hills blaze from rampaging even further down the section surrounding Alvarado Road, don’t necessarily feel they performed a feat of magic. Instead, they feel luck was on their side.

There was something strange about the morning of Sunday, Oct. 20, said firefighter Kevin Davis. “It had been so busy, we had two blazes earlier in the week.”

“And you know everything comes in threes,” added Paul Pansoy, Engine 2 fire captain.

They received the call about 11:20 a.m., as did USS *Flint* (AE 32), USS *Wichita* (AOR 1), USS *Samuel Gompers* (AD 37), USS *Texas* (CGN 39), USS *Shasta* (AE 33), USS *Kansas City* (AOR 3) and USS *Mauna Kea* (AE 22), to complete the five-engine staging for a six-alarm fire.

The ships collectively offered hot meals, volunteers to serve as drivers and firefighters to assist in the disaster relief operations. Ten hospital corpsmen and one nurse from Naval Hospital Oakland also provided medical support to assist firefighters from Engine 2.

Bay area firefighters, covered with sleeping bags and blankets, try to get some rest after a night of battling the six-alarm East Bay Hills inferno.

Two Helicopter Anti-submarine Warfare Squadron (HS) 85 aircraft provided airlift support. The *Golden Gaters*, who fly the SH-3H *Sea King* helicopter, were placed on alert, as well as Helicopter Mine Countermeasures Squadron (HM) 19.

What the crew met riding up Highway 4 to the Caldecott Tunnel was something they could not imagine.

“As we got closer you could see how big it was. I just had this feeling we would go right into the heart of it,” said Pansoy.

“It was like a nightmare,” added Richard Navarro, driver/operator of Engine 2 that day.

As a former wildland firefighter, Davis, one of the two firefighters

along with Jim Price on the engine, had seen fires of the same magnitude before, but never under the same conditions.

“You had so much involved — homes, people and the wind.” The wind that day became the crew’s biggest enemy. “I don’t think there would have been a problem without it,” said Pansoy.

Navarro explained the blaze in concrete terms, “It wasn’t as if a building went up in flames. The fire was everywhere, and the wind was blowing it downhill fast. On top of everything, we had trouble getting water pressure at first.”

As driver/operator, it was Navarro’s job to ensure the steady stream of water they needed.





"I manned the pump. Along with the normal amount of hoses, we were using the deck gun, which delivers 1,000 pounds of pressure. But it hardly felt like we were making a dent," Pansoy said.

Pansoy remembers feeling exalted at one point, thinking that the blaze was extinguished, but was soon let down.

"After a couple of hours, I thought we had the fire in that area beaten. We'd put water on it, then it would go down. You could feel the heat all around you — it was so intense. The idea was just to keep pushing the fire up. We could see the houses above Alvarado, about 100 yards up, burning. Then you'd look around and hear the explosions. They were loud and distant, like artillery hits."

While Pansoy said one of the crew's objectives was to keep the fire from spreading downhill; the bigger objective was to save homes. The crew said this became their method

of operation after they were redirected twice by Oakland and San Francisco fire department chiefs.

"Everything was so chaotic. It felt like we were free-lancing," said Navarro, "Every time we'd get to a staging area it would just get taken over by the fire."

The crew's next stop took them to the Alvarado Road section of Oakland where they decided to make a stand.

"We were sent there by a chief of the San Francisco fire department. It wasn't one of our staging areas, but when we got there we had to stay," said Navarro. "Our goal was to save the houses on that block."

Without a city fire department there to back them up, the men of Engine 2 found themselves fighting the blaze on Alvarado Road alone.

"It was going through my mind that if we were threatened, I would pull us out," Navarro said. "But it didn't get to that point. We were

The crew of Engine 2 used a deck gun to drown the flames that threatened to burn a block of homes on Alvarado Road in Oakland.

getting a good head on the fire. We pulled everything we had by hooking up all the lines. Eventually I knew help would come."

But since help didn't arrive for a few hours, the crew took advantage of help from the few residents who refused to evacuate.

"Most of the residents had been evacuated a couple of hours before, but we gave quick firefighting lessons to those who were still there. We put hoses in their hands and pointed them in the right direction," said Pansoy.

After five hours of the most intense firefighting of their lives, the crew managed to contain the fire to the hills above Alvarado Road.

According to the American Red Cross, more than 1,800 acres in the hillside areas of Oakland and

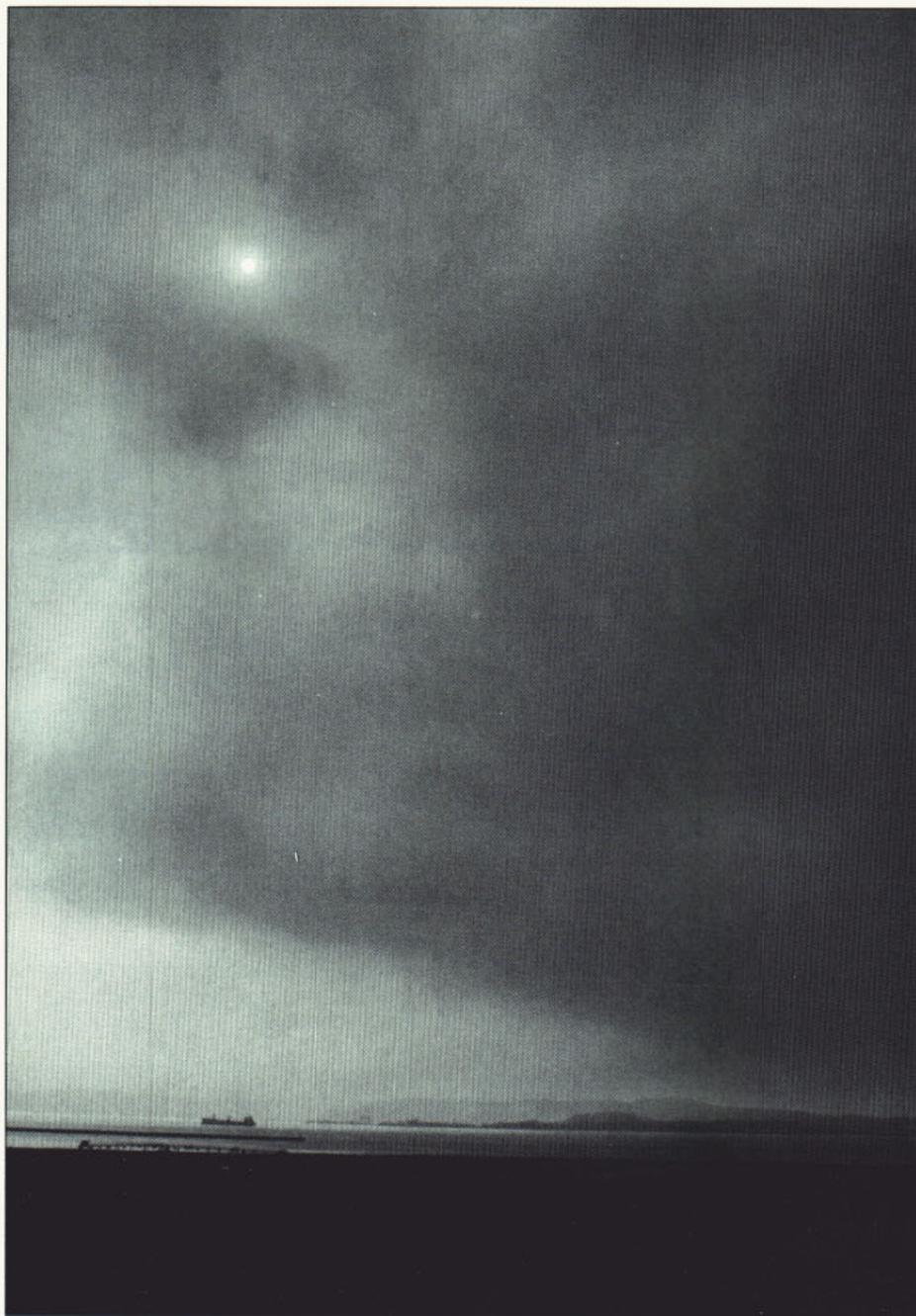


Photo by JCS Steve Hansen



Left: Smoke from the East Bay fire renders the afternoon sun into a muted, orange ball as a distant ship sails under clearer skies to the south. Above: NAS Alameda became a command center for a massive gathering of Bay Area fire-fighting personnel and equipment.

Berkeley were burned. The blaze leveled 2,400 homes, apartments and condominiums, left more than 5,000 people homeless, and a casualty toll of 19 dead, 148 injured and 49 missing. Property damage was estimated between \$2.5 and \$5 billion, including 3,000 cars and trucks.

For Davis, the fire brought back vivid memories of his days fighting wildland fires. "No one's ever seen anything like it. It was such an uncontrolled situation. All these hot

spots were going at once. There were these big, black clouds everywhere, then it would be sunny. There was the weirdest cloud cover — a burning red color," he said.

Navarro was moved emotionally by the fire's destruction of innocent victims. "What bothered me the most were the animals that were running from the hills with nowhere to go. And then we saw this lady who seemed lost before we got her out of there."

For Engine 2's crew, fighting blazes of any size has never been their sole concern. Even more formidable is the task of saving lives.

Having earned a fire science associate's degree at Shasta College in Redding, Calif., Davis said making a career of fighting fires has enabled him to fill some basic needs.

"I couldn't work at a '9 to 5' job sitting at a desk. I like working with people; I like the camaraderie with the other firefighters."

An 11-year NAS Alameda fire department veteran, Pansoy decided to become a firefighter after years as an emergency medical technician in Oakland.

"I wanted to continue helping people like before, but I wanted to try something different. And this job is always exciting."

After two years at NAS Alameda, Navarro has been taking classes in fire science at Chabot College in Hayward, Calif., to stay on top of



Photo by PH2 Robert Turgeon

ever-changing firefighting techniques.

"Being a firefighter has never just been about fighting fire. Most of our calls are for injuries or medical emergencies. I know it's what everyone says, but I really just like helping people."

Assistant Fire Chief Gary Armosino thinks that, for most firefighters, the work is a calling rather than just a career. "It gets under your skin. There's something about being able to tell people you're a firefighter — there's a lot of pride tied up in that title."

But Armosino doesn't hesitate to admit the calling is only heard by a few. "We work long hours. Firefighters miss a lot of holidays. It's really hard on those with families. It's also very dangerous. Firefighters definitely have to have a strong intestinal fortitude. But being a firefighter is just a feeling you can't shake."

"After you perform CPR [cardiopulmonary resuscitation] on someone, you never get over it," Davis said.

"We'll be talking about this for months," Armosino said, adding that firefighters never really stop replaying an incident in their minds.

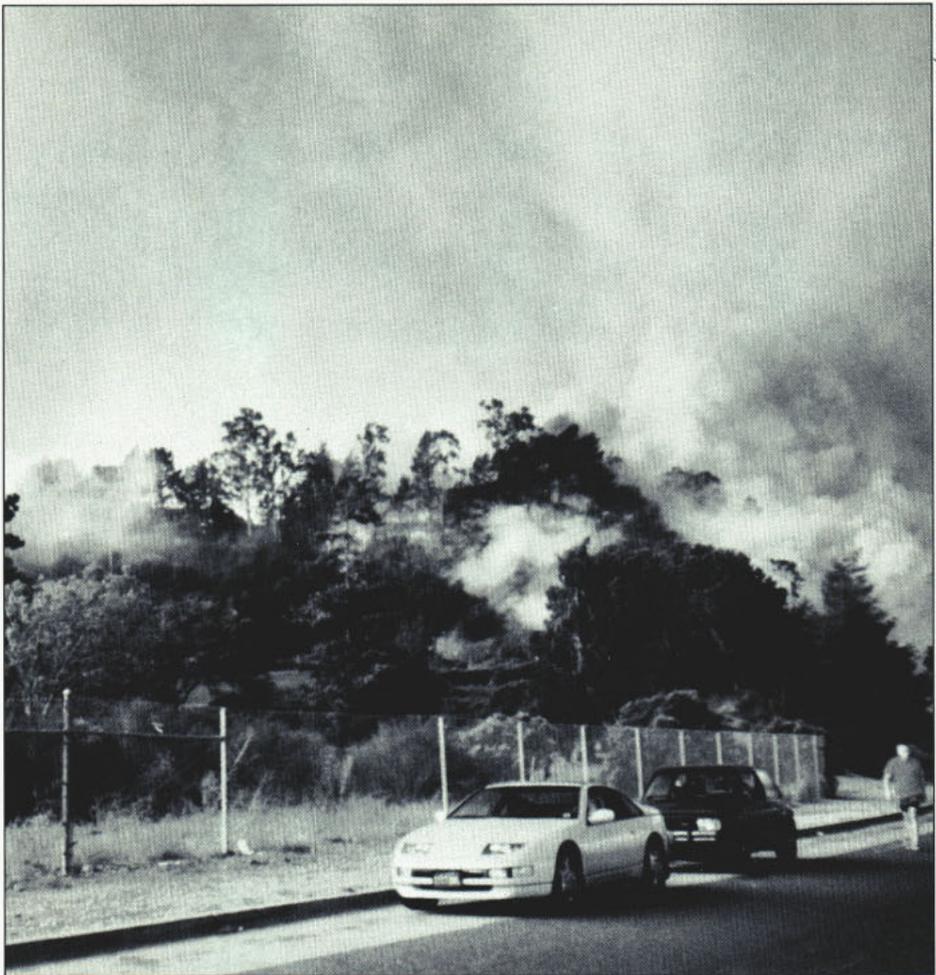


Photo by Jim Price

"You worry like hell after it's over. You think about how you could have done it differently."

But that day's Engine 2 crew wasn't contemplating its actions as California burned.

"We don't want people to call us heroes," Navarro said. "The whole thing is those houses on Alvarado were not on fire yet and we were there, so we did what we're trained to do."

A husband and soon-to-be father, Navarro said he never forgets that his job means risking never seeing his family again. "All during that day I got visions of my baby being born without a dad, but then it passed, and I kept doing what I had to do."

Davis, who is married and a father of a one and a-half-year-old girl, said he doesn't have visions anymore. Now he just washes the fears with pride. "I think my daughter and Richard's child will grow up being really proud of their dads."

Above: The East Bay hills are scorched by the wind-swept flames of the Oct. 20 fire.

After 22 years at NAS Alameda's fire department, Armosino says he counts on that pride when times are tough.

"Civilian firefighters work longer shifts than those who work for the city — 72 hours a week, 24-hour shifts. You work and live in close surroundings with the rest of the unit. You also form tight bonds with one another. You need to because this job isn't all fun and games."

Navarro added, "Don't let anyone tell you that firefighters are never afraid. You have to respect a fire. We get the same fears as anyone else, but it's our job to fight them." ▢

Story compiled by Naval Air Station Alameda, Calif., public affairs office.

ALLHANDS

Photo contest wi



nners



The third annual *All Hands* Photo Contest drew more than 170 entries in its five categories. The majority of entries came from amateur photographers ranging from boatswain's mates to operations specialists and included Navy officers and civilians.

Entries covered a variety of subjects including the eruption of Mount Pinatubo, Republic of the Philippines; informal portraits; and *Desert Storm* homecomings.

The contest was judged by Russ Egnor, director of the Navy's Office of Information News Photo Branch; Linda Cullen, photo editor of the U.S. Naval Institute's *Proceedings* magazine; and CDR Bertrum Wendell, chief of resources division, American Forces Information Service.

Certificates were awarded to First, Second and Third place winners as well as Honorable Mentions. The categories included Single-image Feature and Photo Story in both color and black and white, for both amateur and professional entrants.

The fourth annual *All Hands* Photo Contest will be announced in next month's issue. All hands are welcome to enter.

"Untitled"

First Place, Single-image Color Feature (Amateur). Photo by AT2 Byron C. Frenzel, Naval Air Station Whidbey Island, Wash.



“USS Iwo Jima at Sunset”

Second Place, Single-image Color Feature (Amateur). Photo by OS2 Carl Anderson Jr., Naval Reserve Center, Nashville, Tenn.





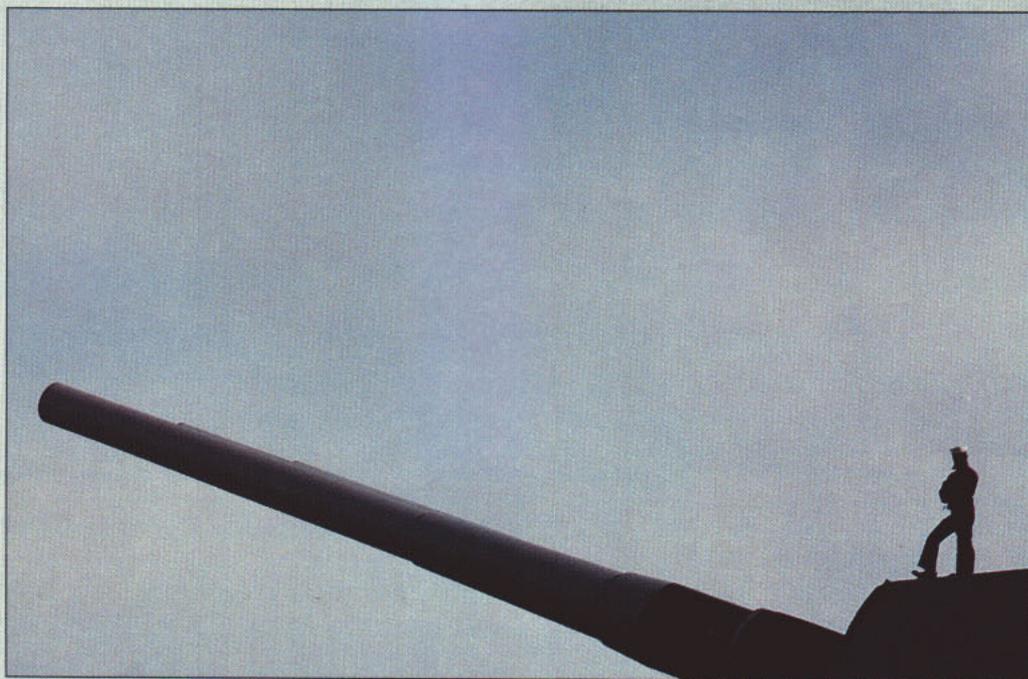
“Signalman”

Third Place, Single-image Color Feature (Amateur). Photo by OS2 Carl Anderson Jr., Naval Reserve Center, Nashville, Tenn.



“At the Ready”

Second Place, Single-image Color Feature (Professional). Photo by AN Chris Carrothers, USS Forrester (CV 59).

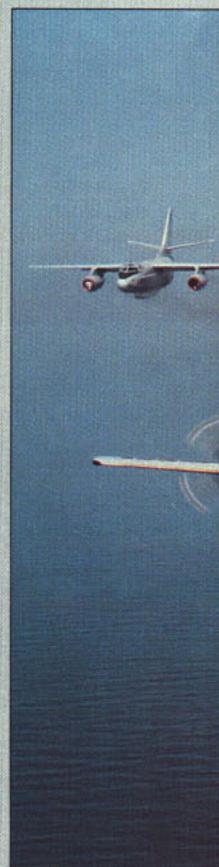


“Untitled”

Honorable Mention, Single-image Color Feature (Professional). Photo by PH2(AC) Mark S. Kettenhofen, Fleet Imaging Command Atlantic, Norfolk.

“Trio”

Third Place, Single-image Color Feature (Professional). Photo by PH3 Franklin P. Call Jr., Fleet Imaging Center Atlantic, Rota, Spain.





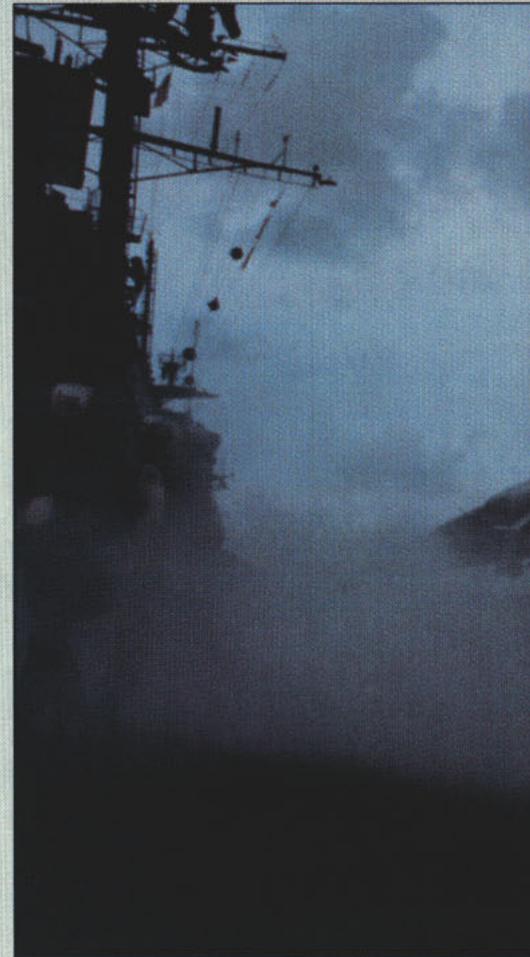
“Jaws”

First Place, Single-image Color Feature (Professional). Photo by Gary M. Comerford, Naval Investigative Service Command, Washington Navy Yard, Washington, D.C.

“Untitled”

Honorable Mention, Single-image Color Feature (Professional). Photo by PH2(AC) Mark Kettenhofen, Fleet Imaging Command Atlantic, Norfolk.





“Up on the Roof Top”

First Place, Color Photo Story. PH3 Charles Bell, Naval Imaging Center Atlantic, Jacksonville, Fla.









“Untitled”

Opposite page: First Place, Black & White Single-image Feature. Photo by PH2(AC) Mark S. Kettenhofen, Fleet Imaging Command Atlantic, Norfolk.

“Rememberance”

Third Place, Black & White Single-image Feature. Photo by PH2 David R. Armer, Antarctic Development Squadron 6, McMurdo Station, Antarctica.

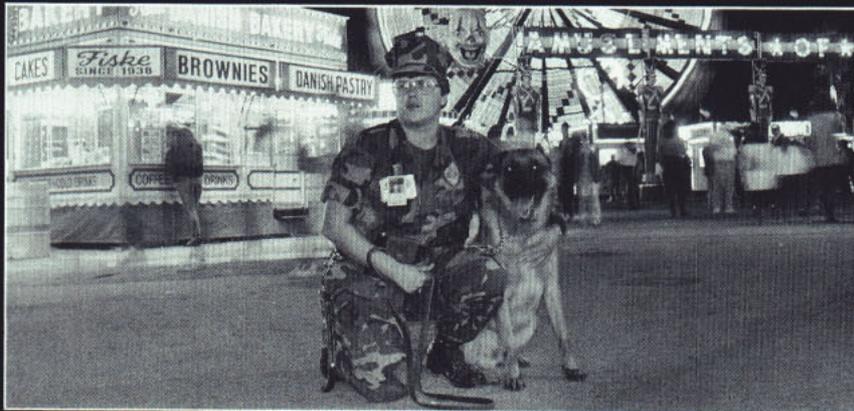
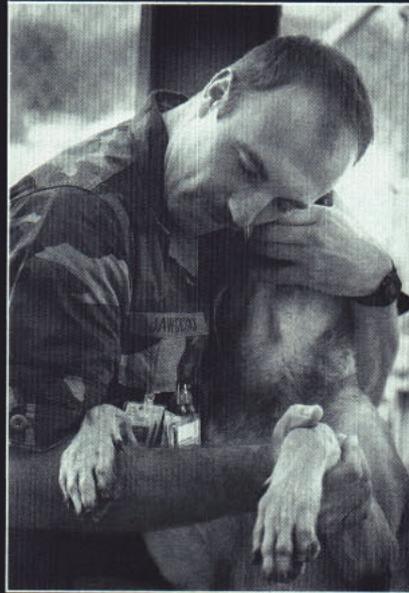
“Folding of the Colors”

Second Place, Black & White Single-image Feature. Photo by PHAN John Mark Shaw, Naval Imaging Command, Anacostia Naval Station, Washington, D.C.



“Working Dogs Lead Two Lives”

First Place, Black & White Photo Story. Photos by FC1 Douglas Cunningham, USS *Sierra* (AD 18).



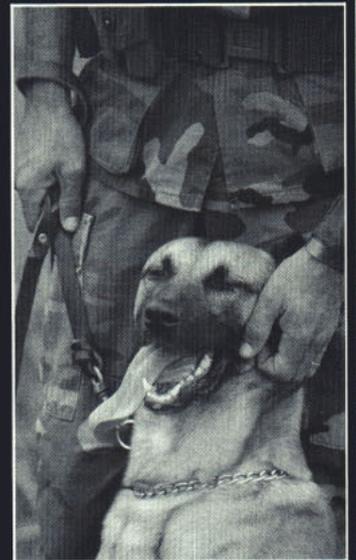
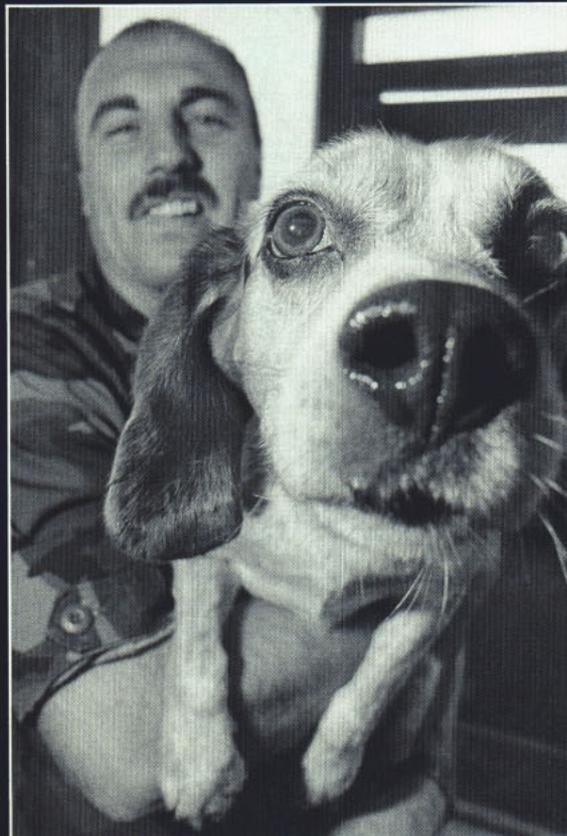
Other winners not pictured:

Second Place, Color Photo Story. "Blowing Hot Air Over NAS Jax." Photos by PH3 Charles Bell, Fleet Imaging Center Atlantic, Jacksonville, Fla.

Honorable Mention, Single-image Color (Professional). "Untitled." Photo by PH2(AC) Thomas E. Witham, Fleet Imaging Command Atlantic, Norfolk.

Third Place, Color Photo Story. "Homecoming." Photos by PH2(AC) Mark S. Kettenhofen, Fleet Imaging Command Atlantic, Norfolk.

Honorable Mention, Black & White Photo Story. "Fiery Vigil." Photos by PH2 Tracy A. Hanes, Fleet Imaging Center Pacific, Republic of the Philippines.



War games

Simulator provides realistic combat environment

Story and photos by JO2 Jon Annis

Aboard USS *Texas* (CGN 39) the atmosphere of the cruiser's dim, amber-lit combat information center (CIC) is intense. In the ship's belly, beneath the windswept waves of the Persian Gulf, a strange new sonar contact has appeared near *Texas*' battle group formation. An SH-3 helicopter crew maintains voice communications while hopping through sand-specked clouds to investigate, but is shot down. Now that an enemy aircraft has signaled its hostile intent with a missile, the battle group turns to engage.

Suddenly, the CIC's fluorescent lights come on. An instantaneous sigh of relief rises from the battle group's operations teams in their CIC mock-ups. "Stop the simulation," says an instructor in a blue smock. *Texas*, the only actual ship involved in the exercise, hasn't budged an inch. She is still tied to her pier in San Francisco 600 miles north of this CIC.

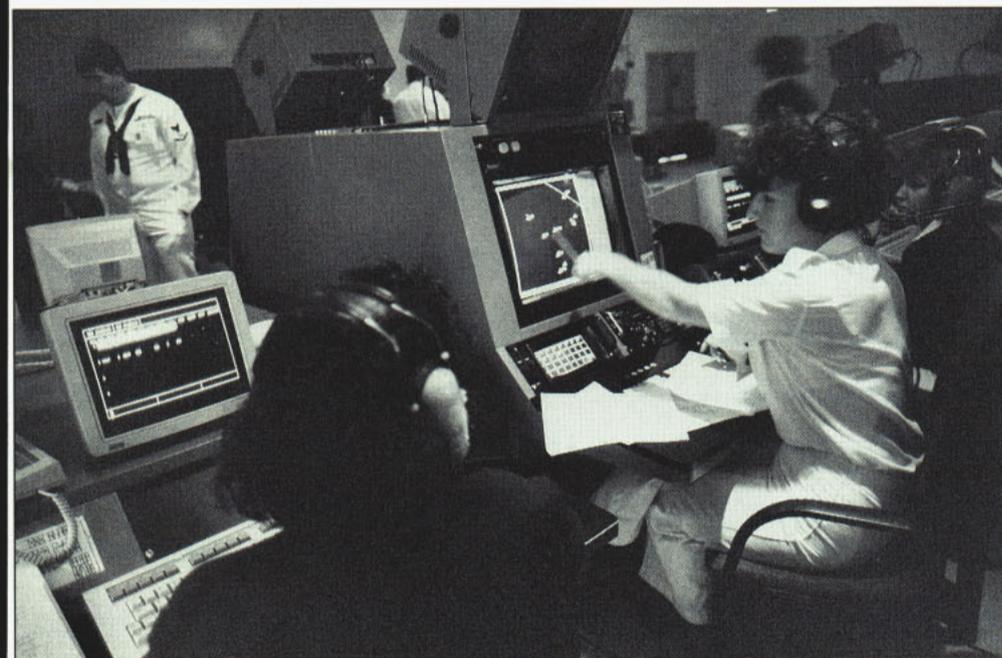
The teams in this imaginary exercise, *Texas* from her CIC and a half dozen others working from mock-ups in San Diego, have been participating in the Navy's newest video war game, courtesy of Modified Tactical Advanced Combat Direction and Electronic Warfare System (Mod TACDEW). After eight years of research and development, rigid acceptance testing and a \$55 million price tag, the prototype Mod TACDEW was recently dedicated at

off-the-shelf technology.

Operations Specialist 3rd Class Christine M. Hambach has worked with both the old and new systems



DS2(SW) Timothy E. Brown places disks in the TACDEW computers to play and record the scenario and operate the system. TACDEW's system program is 1 million lines long.



since she was assigned to FCTCPac. She said Mod TACDEW allowed her to concentrate less on working against deficiencies in the system and more on the scenarios.

"The new system does a lot more for you," Hambach said. "It's better training all around. When I get to my first ship, even though it's an auxiliary, I'll know what really goes on."

FCTCPac's previous TACDEW was dedicated in 1969 and used computers to support anti-air warfare training. It could drive eight exercises with 300 active tracks updated every eight seconds. Over the years, the system had serious maintenance problems and couldn't keep up with evolving requirements.

Mod TACDEW uses powerful, commercially-produced computers that can simultaneously run 22 different exercises, display 2,000 active tracks of every type from 30,000 feet below sea level to 300,000 feet above and update those tracks every second. It also displays coastlines, chaff, clouds, sea state and winds at nine atmospheric levels.

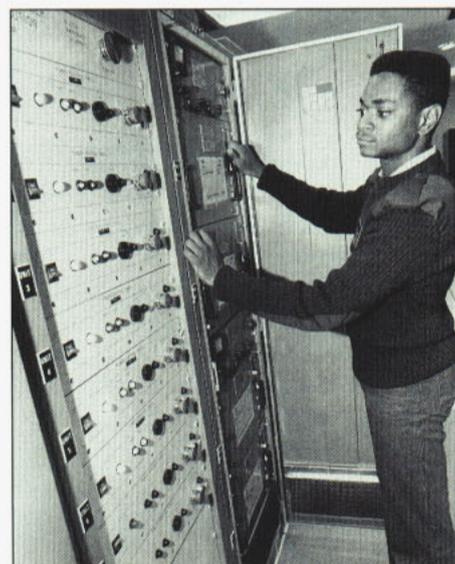
Three sub-systems make up Mod TACDEW. The Environmental Generation and Control System (EGCS) is its heart. EGCS holds the hardware and software that provide the scenarios, displays and controls the problems and performs all the processing. Another sub-system inter-

Above Left: OS3 Christine M. Hambach monitors bridge net communications at a problem control console. The touch-screen monitor uses easy-to-read symbology and roller-ball-operated crosshairs to display information. Above Right: DS2(SW) Timothy E. Brown and technician David Carlisle enter information into the TACDEW computers which fill this room. Using a common computer language (FORTRAN), programmers can enter information on site. Right: Brown resets TACDEW's computer system for an exercise. The system is really three large and 16 smaller processors with an on-line memory capacity of 200 home computers.

faces with EGCS and provides radar video to ships or CIC mock-ups participating in the exercise. Operating independently of EGCS, the third sub-system provides communication between operations teams and the exercise control hub, problem control and evaluation (PC&E).

Inside the PC&E center, instructors at 22 consoles with comprehensive, touch-screen, eight-color monitors watch the scenario's drama unfold. An instructor can scan the entire exercise region or zoom in on remote parts of it. At the end of the session they can play the tape back at fast speed for evaluation.

Tracks on the problem control consoles are automatically or randomly generated according to scenario, but some are controlled by human pilots and helmsmen at 32



target control consoles in PC&E. Trainees in the participating CICs receive information and give instructions to "friendly" target control operators. The "foes" might try to jam, engage or evade them.

On voice command from trainees, instructors at the problem control consoles can engage enemy contacts much like their ship's combat engagement centers would. The instructors simulate the launch or activation, and display the track and result of any weapon or countermeasure in the ship's loadout.

"Sometimes I'm bored, sitting



OS2 John J. Hainline simulates engaging targets at a problem control console on voice orders from training combat information center teams. The console on the right is for controlling targets.

here hoping somebody will let me launch a missile," said OS2 John J. Hainline, who operates one of the problem control consoles. "But we start out slow with simple tracking exercises preparing [students] for the major exercises. We don't try to go out and kill all the CICs right away."

One of the benefits of the simulation is that if a CIC does make a mistake and is knocked out, it isn't taken out of play. There's no limit to what can be done. Ships can have an unlimited weapons loadout — in effect, allowing for inexpensive, electronic target practice. Future craft types can also be introduced.

On Hainline's console, contacts are coded by color and symbology, appearing bright, steady and easy to identify. But for each friendly ship displayed, there's a ship team with another picture. When in sensor range, contacts appear as blips on their radar scopes. There's virtually no difference to the real thing.

"It's very realistic," said CWO3 Duane A. Dehler, systems electronic readiness team officer. "What makes it especially unique is the environ-

mentals." According to Dehler, once the prototype system is fully integrated, the natural environment will influence how a battle or task group faces the challenges of the scenarios.

The EGCS environment is reproduced in a local area network using miles of land lines beneath the pull-up deck plates of FCTCPac's passageways to link on-site CIC mock-ups of various ship types. Currently, there are six mock-ups equipped with the Navy Tactical Data System, four conventional mock-ups and two air intercept/anti-submarine air control suites. Most combatant types are represented, and two mock-ups under construction will emulate *Nimitz*-class carriers, *Kidd*-class destroyers or *Virginia*-class cruisers like *Texas*.

As with *Texas*, ships can also participate in their own CIC. Fiber optic telephone lines can send TACDEW information to piers in the Long Beach, Calif., and San Francisco areas, and eventually Seattle. Ships receive video and communications through a radio link with the shelter.

Rapid changes in naval warfare present not only new ship types, but new threats. As opposed to the older system, which required using a complex, outdated language, programmers can make changes or develop new scenarios on-site. Using the new software, they can place exercises in any environment using any mix of present or future craft.

The benefit to the fleet will be a system that goes beyond anti-air warfare to provide battle group training in a real-time, multi-threat environment. Short of going to sea, operations teams get an element of realism not found anywhere else.

Any discrepancies found in user-testing are expected to be ironed out before a new system goes on-line at Fleet Combat Training Center, Atlantic, later this year. □

Annis is assigned to NIRA Det. 5, San Diego.

On target



U.S. Navy Photo

SCORE one better for ASW victories

Story by LT David L. Meek

Anti-submarine warfare — the term evokes images of ever-vigilant sailors sweeping the seas with the latest in high-tech equipment, searching with grim determination for the ultimate stealth weapon. It's an amazingly complex business, and its importance to national security cannot be overstated.

The need for successful anti-submarine warfare (ASW) is even greater today against deadlier and more sophisticated submarines. That's why the U.S. Navy employs many ASW systems: helicopters (carrier-based and Light Airborne Multi-Purpose System — LAMPS); P-3 Orion turboprop aircraft; S-3 Viking

jets; various surface ships; and attack submarines for the same primary mission. Even with decreased tension between the Soviet Union and the United States, the "hunt" goes on since many countries have submarines, both nuclear and diesel powered.

How do you train for effective ASW? Each system requires specialized training and tactics, with each type of ASW weapon used in different ways — all affected by a host of weather conditions, such as sea state, strong winds and water temperature. That's just half of the problem.

The other half is evaluating the training programs to determine their

effectiveness and to develop operating plans for the various units. These two halves need to be united to work properly. Recognizing the need for an instrumented arena for conducting realistic ASW exercises, Pacific Fleet ASW forces developed the Southern California Offshore Range (SCORE). SCORE provides the crucial bonding of the two halves.

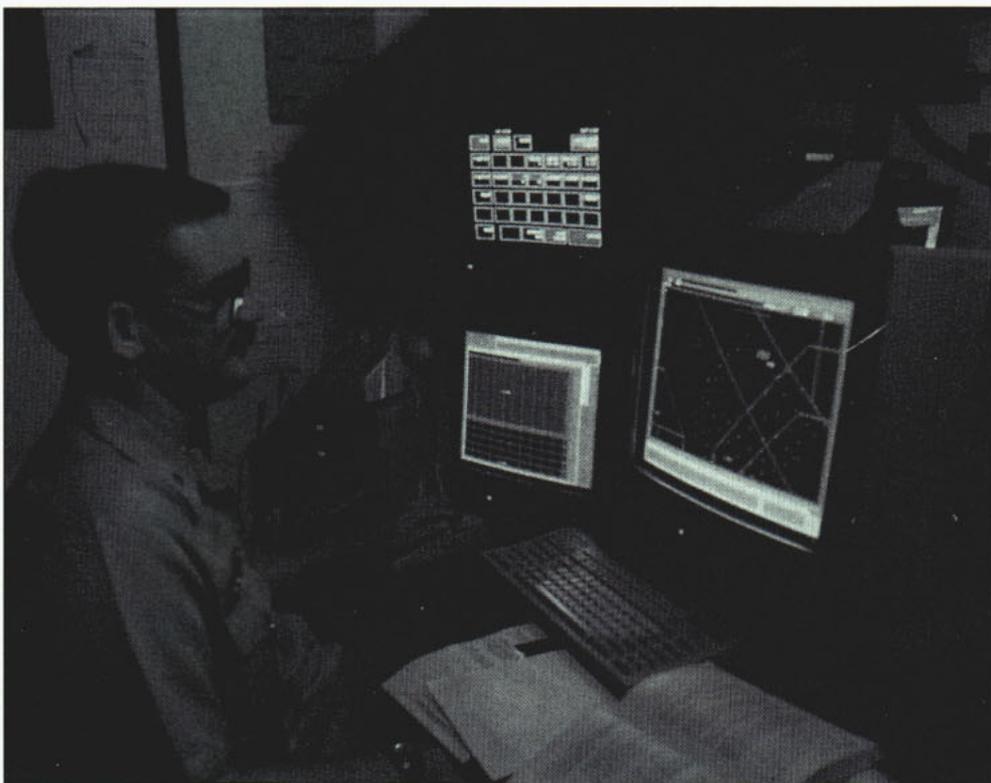
Located at Naval Air Station (NAS) North Island, Calif., the SCORE department of Fleet Area Control and Surveillance Facility (FACSFac) San Diego, consists of the ASW underwater tracking range and

USS David R. Ray (DD 971) launches an anti-submarine rocket (ASROC) MK-46 torpedo on the range.

Right: EWC Mark R. Satrom monitors the safety of an ASW operation in the SCORE range. Below: SCORE range operations manager Heidi Nevitt discusses mission details with an ASW aircrew.

the Range Electronic Warfare Simulator (REWS). Since operations began in August 1985, it has grown into the primary ASW practice range on the West Coast. Today's range represents only the beginning of an ongoing effort which will eventually become a much larger area, capable of supporting a full spectrum of ASW scenarios, including battle group ASW exercises.

SCORE answers the critical need for accurate data feedback on ASW sensors, fire control systems, weapons and overall performance of ASW platforms and equipment. Currently, the range facility provides an instrumented arena with specialized equipment to track and record the actions of naval air, surface, and underwater units. Personnel use the data to coordinate crews operating on the range and evaluate the performance of the ASW crews, systems and equipment. Educational debriefs show everyone just how well they did.



Chief Electronics Warfare Technician Mark R. Satrom is the assistant REWS program manager at San Clemente Island, Calif. REWS provides single and multi-unit electronic warfare (EW) and jamming training. Soon, it will also combine with other SCORE capabilities to provide multiple warfare area training at the battle group level. Satrom is also SCORE's first enlisted range safety watch officer (RSWO).

"Coming to SCORE and working in detail with ASW has given me a good look at another part of the Navy's big picture," Satrom said. "As an 'EW' on the ship, ASW always seemed like cutting holes in the ocean. Now I can appreciate what's going on. It's exciting to watch the hunter and the hunted try to outsmart each other. After 15 years of surface ships and detachments, working with the air community and qualifying as an RSWO, I'm really challenged. After all, learning about NATOPS (Naval Air Training and Operating Procedures Standardization) and safety of flight rules isn't a normal part of the EW community."

Heidi Nevitt, a civilian with a bachelor's degree in mechanical engineering from Gonzaga University, Spokane, Wash., is the range operations manager at SCORE. Three civilian program managers assist her in planning and coordinating all air, surface and subsurface ASW operations. This responsibility means daily liaison with military personnel to achieve ASW training objectives on the range.

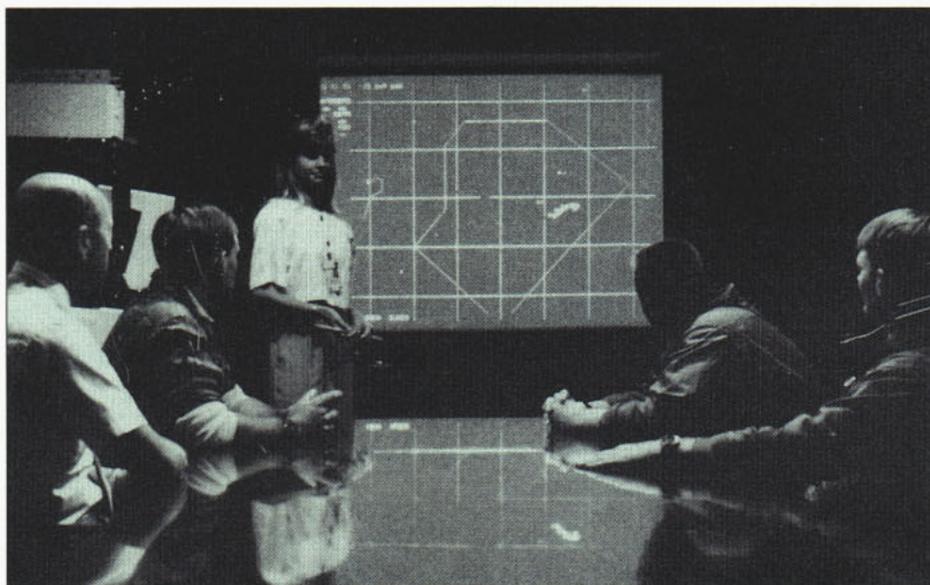


Photo by PHT Richard J. Ortez



An SH-3 Sea King helo from HC 1 takes off from San Clemente Island with a MK-27 mobile target bound for SCORE.

phones," located on the ocean floor, track the movements of submarines, targets and torpedoes. These hydrophones pick up signals from underwater transmitting "pingers" attached to the units. Surface and air units fitted with transmitting "pods" send tracking signals to the Extended Area Test System (EATS) at NAS Point Mugu, Calif. The underwater and EATS information is then combined and displayed as tracks at the Range Operations Center (ROC) at NAS North Island. Unlike other Navy ranges, however, SCORE cannot track units without special transmitters since it does not use precision radar or optical systems for tracking.

Range equipment can simultaneously track many specially equipped air, surface and underwater units. Aircraft, surface ships and submarines can practice ASW against either real subs or MK-27 mobile targets that simulate real submarines.

During these exercises, the ROC monitors operations via UHF radio circuits and an underwater telephone. The ROC is the nerve center for SCORE operations, where all range events are planned, coordinated, controlled, evaluated and debriefed.

Several support activities are necessary for successful range operations. Naval Undersea Weapons Engineering Station supplies the MK-27 mobile targets, which are launched and recovered on the range by Helicopter Support Squadron 1. The SCORE facility building is on San Clemente Island, with its surface search radar; and the cable termination van for linking hydrophone data and underwater telephone cables to microwave commu-

"Beginning with the first quarter of FY92," said Nevitt, "our operations have utilized the new Phase 2 upgrades and operating areas. This gives SCORE 670 square miles of air, surface and subsurface tracking, tripling the size of the original range. Now we can support a greater number of units, a broader range of simultaneous warfare scenarios and entire battle group events. In addition, we provide Navy crews with

constructive feedback on these exercises.

"We're seeing a dramatic increase in feedback quality which should reduce the overall time spent on training since the crews will get more out of it."

The ASW range is a section of airspace and ocean located west of San Clemente Island, just off the coast of San Diego. Specialized underwater receivers, or "hydro-

Phoenix (TWR 771) crew members attach retrieval gear to a torpedo.

nications/data towers; an emergency power van; and the torpedo and target staging areas.

Submarine Base San Diego port services and the Naval Ocean Systems Center provide San Clemente Island support, specialized ships — torpedo weapons retrievers (TWRs) and torpedo retriever boats — and crews to recover weapons and an occasional target.

"I believe in developing my enlisted personnel," says LCDR Kenneth R. Bassett, port services officer. "These young people are the finest I've ever worked with."

One of those young people is Quartermaster 1st Class Tim Marksberry. He's been with port services for more than three years and is craftmaster of the 102-foot *Phoenix* (TWR 771). His ship can hold up to 13 MK-48 submarine-launched torpedoes or 26 MK-46 aircraft- and ship-launched torpedoes, and it can retrieve them day or night.

"I'm just like a commanding officer for this boat," Marksberry said with obvious pride. "I'm responsible for anything and everything pertaining to her — equipment, overhauls, the crew, their evals and training — you name it. Our mission is to go out on the range and do open ocean recovery of expended MK-48s, MK-46s and submarine targets."

To accomplish this task, these boats are supposed to have a crew of 15. When dealing with such a small number of personnel, each crew member shoulders a large part of the overall responsibility, and any drop in that number greatly adds to that responsibility. Because of personnel transfers, leave and sickcall, the number sometimes drops to 11.

"Right now we have a torpedo-man, four enginemen, two electricians and three deckhands," Marksberry noted. "Bringing a tor-



pedo on board is an all-hands evolution. I drive the boat and watch over safety while the rest of the crew gets the 'torp.' Because of the TWR's size, a much more maneuverable rubber *Zodiac* craft is used to get in close to the torp. The boat crew puts a cage over the torp's nose, hooks up the cage to retrieval gear and we winch it onto the boat."

Safety is always Marksberry's main concern. "Being top-heavy and somewhat small for working in the open ocean, the boat really pitches and rolls if the sea state picks up," he said. "A 2,300-pound torpedo can easily crush an arm or leg if it breaks loose and rolls around on the deck. So I watch over everybody, and we all watch over each other."

"I really enjoy the camaraderie of such a small crew and the challenges and responsibilities of being a craftmaster. You need a really good crew that works as a team because a lot of people rely on us. If we can't retrieve the torps because of weather or sea state, that throws off the training schedules and certifications of the subs, ships and aircraft. I've got a great crew and we do our best to serve the fleet."

Between August 1985 and August 1991, SCORE and its supporting partners conducted 2,493 MK-46 and MK-48 torpedo shots. In addition, SCORE has hosted coordinated exer-

cises for U.S. forces with Canadian, Japanese, and Brazilian ASW forces. In January 1990, SCORE was the arena for the Navy's largest ever all-reserve, air-only, ASW-coordinated exercise, called *Pro Bowl '90-1*. This three-day event simulated an ASW and EW multi-threat situation involving Anti-submarine Squadron (VS) 0294 (using S-3 *Viking* aircraft from VS 29 and VS 41); Helicopter Antisubmarine Squadron (Light) (HSL) 84 (with LAMPS MK1 SH-2 *Sea Sprite* helos); Helicopter Anti-submarine Squadron (HS) 85 (with SH-3 *Sea King* helicopters); HS 0246 (using SH-60F *Seahawk* helicopters from HS 10); and the Patrol Squadron (VP) Master Augment Unit (equipped with P-3 *Orion* aircraft). Fleet Electronic Warfare Support Group provided simulated radar threat emitters, and the REWS provided electronic jamming simulation and radar break-lock training.

SCORE and the facilities which support it provide "readiness through training" and are clearly an important part of what makes U.S. Navy ASW the best in the world. It's the cement that bonds ASW forces together in their perpetual drive for advantage over the ever-present, submerged ocean prowlers. □

Meek is assigned to Fleet Area Control and Surveillance Facility, NAS North Island, San Diego.

View from the top

If it doesn't make sense, why not fix it?

Story by Master Chief Petty Officer of the Navy AVCM(AW) Duane R. Bushey

In my travels I still see things that just don't make sense, or show a real lack of consideration or quality care for our sailors. My favorite question to ask after being told what local command, Navy or DoD regulations are, is: "Do they make sense to you?"

Most often the answer is, "No!" To this I respond, "You work with this every day. Do you see or know of a better way of doing it?" Sailors delight in explaining how, if they were in charge, the process would be changed. Usually, what I hear is not too technical, their ideas sound logical and "do-able."

This leads to the next obvious question, "Whom have you told about your idea of making your job easier?" The smile generally leaves their face at this point. Some even show reluctance to answer my question — fear of talking to someone outside their chain of command sets in. Eventually I manage to pull an answer out of them.

Most of you reading this already know the answers. Some say they told their immediate supervisor, chief or division officer, and received a variety of responses. Some were reprimanded for "thinking," while others were told, "It's impossible," even before the possibility was explored. Some got no response at all.

Let me give you an example. It's not a big issue, but quality begins with the little ones.

I'm visiting a command and go to check-in at the bachelor enlisted quarters (BEQ). It's a modern one and has a very pleasant central billeting office, in a convenient location, with a new computer system. The desk clerk obviously knew what he was doing.

I believe our transient billeting should be much like a civilian motel: comfortable, with courteous employees and easy check-in and check-out procedures. This is where my "fun" begins.

The clerk said to me, "Master chief, welcome aboard." He then asked, "Do you have a reservation?," while thumbing through a stack of messages and memos trying to find it. In the mean time, I'm filling out the standard BEQ card: name, social security number, etc., three times. Of course, he already had this on my reservation and the required three copies of my orders.

Fifteen minutes later, after signing two log books, a special register and two other files, he called my name

up on the computer, which, of course, had all of the information I just gave him.

By this time, there were a dozen other sailors waiting, so I moved on smartly. I returned 10 minutes later — the key I was given didn't open my room — and the clerk was still working on the sailor in line behind me. Three days later, when it was time to depart, I thought it wise to allow 30 minutes for check out.

If you've stayed with me so far, your guess is right — it was worse than before. I paid by check. The clerk stamped the bill paid, hand wrote me a receipt in a special book, gave me a copy and entered the check number in yet another log book, then proceeded to move cards from one file to another. When he completed this ritual, he entered the same information in a computer for which the Navy paid a lot of money.

I started asking questions. "Do all of the things you did to check me out make sense to you?" He definitively said, "Absolutely not. . . . Master Chief, I could have done everything on this computer, including giving you a receipt. It would eliminate several steps and save you and me a lot of time."

Naturally, I asked if he knew how to use the computer. "Oh yes, MCPON, they've sent me to school to learn how to use it." After asking why he didn't use what he had learned, he said, "Our senior chief won't let us. He's put in a special code that locks us out of the useful portion of the computer." My interest was piqued now, so I asked how he would do it. A smile came across his face — I knew instantly he had a better way.

This sad tale gets worse. The command had just completed a BEQ inspection, receiving an excellent. I found out who conducted the inspection and gave the petty officer a call. He told me, "I wanted to give them an unsat, and should have. I told them so in my out chop, but they meet to a 'T' the inspection checklist we use."

My next question was, as you can probably guess, "Does that make sense to you?" I could tell by the sound of his voice that he had a smile on his face. "Of course it doesn't, Master Chief. Let me tell you how I'd do it. . . ."

Two last questions: If hotels, motels and other services' BEQs can check you in and out in five minutes, why can't we? I bet we could if someone would listen to their people. Do we need TQL? □

"Some told me they were reprimanded for 'thinking' while others were told, 'It's impossible,' even before the possibility was explored."

Bearings

Seabees stay sharp through homeport on-the-job training

How do Seabees keep their building skills finely honed, increase their construction knowledge and improve community relations while in their homeport? "They work at it through a program called on-the-job training (OJT)," said Senior Chief Utilitiesman Michael J. Hanko, in charge of 20th Naval Construction Regiment operations department at Construction Battalion Center (CBC) Gulfport, Miss.

OJT projects are as much a part of any naval mobile construction battalion's (NMCB) homeport training cycle as military training or attending schools. However, the projects must meet certain criteria before an NMCB provides a work force.

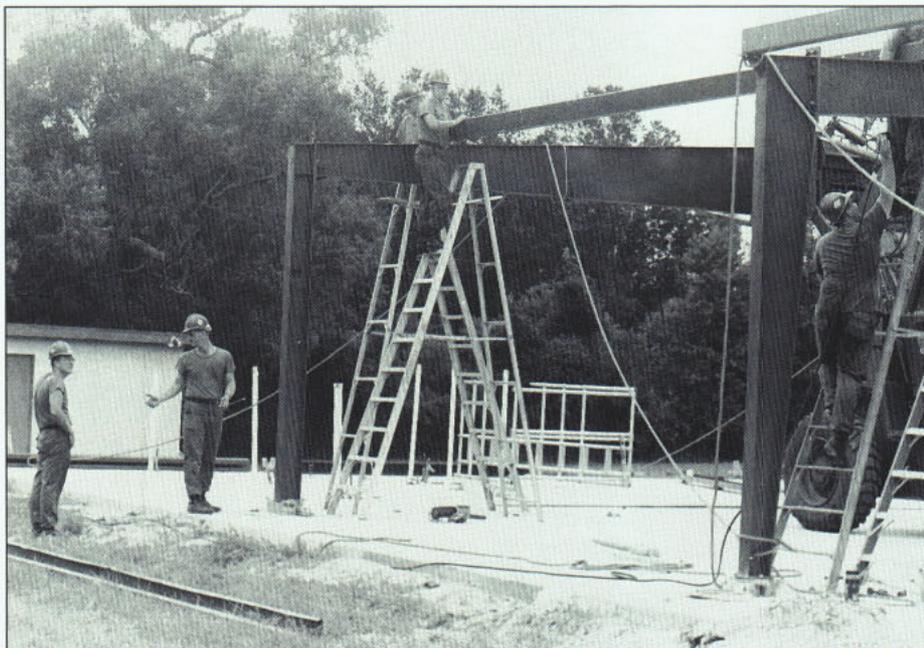
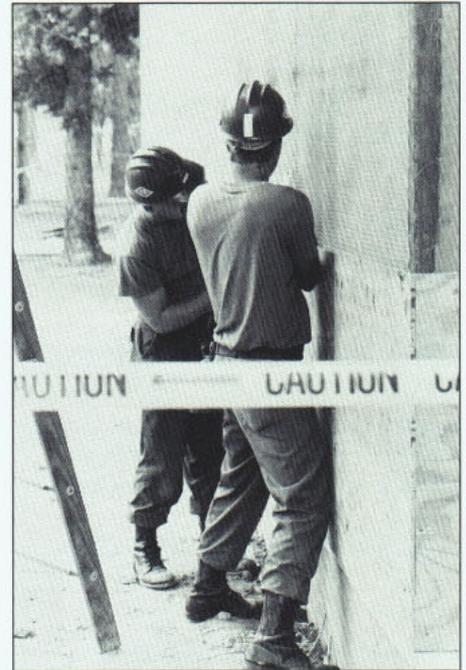
"Homeport projects attempt to duplicate, to the best extent possible, the problems a battalion could experience on its next deployment," Hanko said. "They also provide opportunities to train and test new supervisors, crews and workers; use, develop and test NMCB operations and company organizations; add to

journeyman skills in common construction areas; provide productive work for those that would otherwise be underemployed; and hopefully, the construction, repair and/or maintenance will provide a sense of well-being between the working battalions and the communities where the work is performed."

CBC's public works, tenant commands and off-base organizations originate most project requests, with approval based upon whether they provide good "hands-on" training, are within naval construction force capabilities, and are small enough to be completed during an NMCB's limited homeport stay. Most jobs are now limited to 500 or 600 man-days per project.

During the last fiscal year, CBC Gulfport's four homeported battalions (NMCBs 1, 7, 74 and 133) worked 3,100 man-days in projects totaling more than \$500,000 in material costs. ■

Story and photos by Michael L. Crump, CBC Gulfport, Miss.



Left: NMCB 74 Seabees erect framework as part of OJT for a new VFW pavilion. Top: Seabees stretch wire screening on a pavilion built from the ground up for the South Mississippi Retardation Center. Above: Another dirt pile is transformed into a sidewalk aboard CBC Gulfport.

Bearings

Two-wheeled patrols protect Navy's Jackson Park Housing

The Kitsap County Navy Shore Patrol in Bremerton, Wash., added a new dimension to security at Puget Sound Naval Shipyard's Jackson Park housing area — mountain bike patrols. Passersby stare as two shore patrolmen pedal past. Children cautiously approach and parents applaud the patrolmen's presence.

Mountain bikes have been in use by a number of police departments across the country for some time. However, this is the first known Navy use. The bikes provide access to wooded, secluded areas and thread-like trails that make up the three-mile route through the housing community of 3,000 people.

Patrolmen say they feel like an "extra eye" in the neighborhood, ensuring youngsters stay out of trouble, locating lost children or just projecting a positive, involved image within the small community.

Like any small city, Jackson Park has experienced incidents of vandalism, domestic violence and other crimes. Shore patrolmen carry nightsticks and radios with them, serving as an extension of Jackson Park's security police. They also maintain communication with the Bremerton and Puget Sound police departments. They are easily recognized in the community in their blue jump-



suits with "SHORE PATROL" emblazoned in gold letters across their backs. The uniforms include helmets and other equipment which reinforces the value of safety gear.

"They're great role models, especially for kids who don't have dads around," said Kim Marcum, principal of Jackson Park Elementary School. "Kids know there's someone they can go to for help."

Lakisha Johnson, a third-grader at Jackson Park Elementary, summed it up when she said, "I feel safer when they're around."

Mountain bike shore patrolmen EM1 Robert Graves (left) and ABE3 Jeff Garman talk to Jackson Park Elementary School students while making their appointed rounds.

And what do parents say about all this? A Jackson Park parent and PTA member, Tina Unpingco, said, "They're really visible, and they cover a lot of ground. Also, kids would rather go up to [someone on] a bike than in a car. Bikes are more familiar to them." ■

Story by Troy Martin, Puget Sound Naval Shipyard. Photo by Don Bundy.

Avenger flies "Homeward Bound Pennant" on return from Gulf

As USS *Avenger* (MCM 1) made the 10,000-mile transit to her homeport in Charleston, S.C., following an 11-month deployment for Operations *Desert Shield/Storm*, she became one of the few ships to earn the right to fly an uncommon 60-foot Homeward Bound Pennant.

Tradition dictates that ships on duty outside the United States for more than 270 days may fly the

pennant during their transit home. The pennant is one-foot in length for each crewmember, with a star centered in a blue field for the first nine months away, and another for each additional six months, followed by a red and white stripe.

Although *Avenger's* pennant was 60 feet long, signifying 75 percent of her crew completed the cruise, only 40 segments were distributed during

a special ceremony to the officers and sailors still part of ship's company. The blue field with one star was presented to then-commanding officer CDR James D. Cope, with the remaining segments framed and captioned with name, rank and deployment start and end dates, engraved on brass placards. ■

Story by LT Randall V. Doane, public affairs officer, USS Avenger (MCM 1).

Bearings

Dramatic rescue operation succeeds with team effort

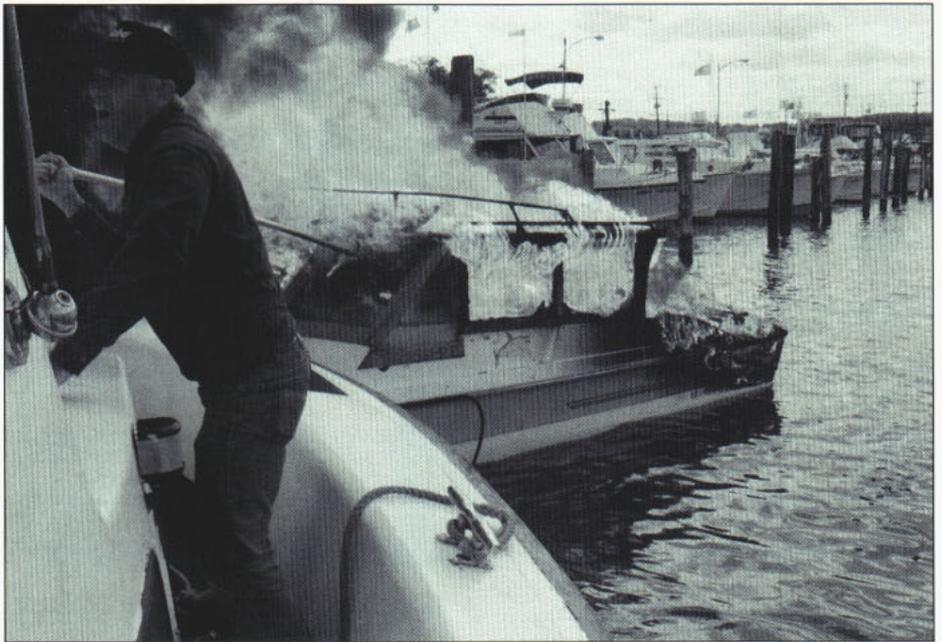
What began as a day of routine tests for two Chesapeake Bay Detachment (CBD) boats last fall, ended in a heroic display of fast thinking and courage by several employees of the Naval Research Laboratory (NRL), Washington, D.C.

As small craft operator William Drury and technical information division photographers Chris Morrow and Michael Savell entered the Fishing Creek Channel at Chesapeake Beach, Md., aboard a 36-foot research craft, they witnessed a 20-foot outboard fishing vessel explode into flames shortly after refueling. Drury radioed the test control facility at CBD to alert the fire department of what happened and then requested assistance from another CBD boat operated by John Meister.

"It happened so fast, it's hard to explain," said Meister. "If help was not there immediately, the results could have been far worse."

Navy divers from the Naval Surface Warfare Center, Dahlgren, Va., LT George A. Koban and Senior Chief Machinist's Mate Charles W. Wentzel, were helping Meister dock his 22-foot Boston Whaler when the call came in from Drury. Koban, Wentzel and NRL contractor Joel Kunze, hopped on Meister's boat and headed to the accident scene to lend rescue assistance. Upon hearing that someone was seen diving off the burning boat, Koban dove in the water, found the victim and helped pull him to safety.

Koban administered CPR until the local rescue squad arrived. "Giving CPR in a true life or death situation is physically and emotionally exhausting," related Koban. "Saving a human life is your main concern, and it requires every bit of energy, concentration and past training one has to offer." Despite Koban's efforts



and the efforts of others, the victim did not survive. It was later reported he suffered a heart attack.

Meanwhile, the burning boat was blown against the dock, where civilians were unsuccessfully trying to push it away against a 15-knot wind. Drury maneuvered his boat into position to grapple the blazing craft. Through the combined efforts of Morrow and Savell they were able to grab a rail using a boat hook. Braving intense, searing heat, Morrow held fast as Drury pulled the boat to the other side of the channel.

"When we saw the burning vessel making its way toward other vessels and rescue personnel, there wasn't much time to think about the consequences," Drury said. "Using our vessel and personnel to pull the burning vessel from endangering others was the only alternative."

After the flames were extinguished, Drury, Meister and Kunze deployed containment booms around the burned out boat to prevent fuel and oil from contaminating

From the bow of the NRL 36-foot research craft, photographer Chris Morrow fights the heat to help pull a burning boat away from other small craft in the harbor.

surrounding waters. CBD firefighters dropped absorbent pads to soak up surface contaminants, remaining on scene until relieved by the Environmental Response Unit of the Maryland Department of Natural Resources.

CBD's officer in charge, LCDR B.K. Jones, commended all involved for their quick-witted action in response to this tragic accident. "We had CBD boat operators and firefighters, NRL photographers, explosive ordnance disposal divers and a contractor thrown together to deal with the problem. It really demonstrated the ability of people to respond to a crisis and work together to make the best of it." ■

Story by Maria Lloyd, Naval Research Laboratory, Washington, D.C. Photo by Michael Savell.

Loss of a legacy

A pioneer of today's high-tech Navy passes

Story by ENS Barbara Burfeind

The "mother" of Navy computerized data automation, retired RADM Grace Murray Hopper, died Jan. 1 at the age of 85, ending a chapter in history that transformed a Navy buried in paperwork into the computer age.

Hopper, also known as "Amazing Grace," retired as the Navy's oldest active-duty military officer in August 1986. Her active-duty and Naval Reserve career spanned 43 years. Following retirement and up until her death Hopper was a senior consultant for Digital Equipment Corporation. Hopper recorded successful careers in academia, business and the Navy, while making computer history.

In September 1991 Hopper was one of 18 recipients of the 1991 National Medal of Technology, presented by President George Bush. She was the first woman to receive America's highest technology award, recognizing her as a computer pioneer who spent a half century keeping America on the leading edge.

President Bush noted how Hopper pioneered the revolution that put personal computers on the desks of millions of Americans and "opened the door to a significantly larger universe of users."

Hopper was known for her "combative personality and unorthodox approach." She is often paralleled with ADM Hyman Rickover, considered the "father" of the modern nuclear Navy.

"She was a visionary in every sense of the word, and her contributions to the Navy cannot be replicated," Chief of Naval Operations ADM Frank B. Kelso II said to reporters following Hopper's death. "Our Navy and our nation have lost an innovator, a teacher, a patriot and a friend. At the same time we grieve over her death, we remain grateful for the depth of her vision, her commitment to excellence and her endless energy."

During her lifetime, Hopper professed a great love of the Navy, equaled only by her commitment to youth and education. After receiving a doctorate in Mathematics from Yale, Hopper began her professional life as a math teacher at Vassar College, her alma mater, where she ultimately became an associate professor. Later she worked as a top scientist at Sperry Corporation and ultimately with Digital Equipment Corp.

But her employer of choice was always the Navy, which she joined in 1943 at the height of World War II. Assigned as a lieutenant to the Bureau of Ordnance Computation Project at Harvard University, Hopper was thrust into the world of computing as a programmer on the first large-scale digital computer, the Mark I. Mustered out in 1946, Hopper continued to work on Mark II and III Navy computers and stayed on as a Naval Reservist.

In 1949, she also worked as a senior mathematician at Eckert-Mauchly Computer Corporation in Philadelphia and helped program the UNIVAC I, the first commercial large-scale electronic computer.

Although retired from the Naval Reserve in 1966, within a year Hopper was recalled to full-time active duty and steadily advanced to flag rank. Her permanent retirement took place in a 1986 ceremony aboard the service's oldest commissioned warship, USS *Constitution*.

In addition to her lifelong historic achievements, Hopper's investment in developing America's youth will ensure her legacy lives on.

"If you ask me what accomplishment I'm most proud of," she noted during her September acceptance speech of the Medal of Technology, "the answer would be all of the young people I've trained over the years; that's more important than writing the first compiler." □

Burfeind is editor, Navy News Service.



Photo by PH1 Michael Flynn

Mail Buoy

Smoke freely

In the article "The smoking lamp dims," in the October issue of *All Hands*, you stated that USS *Arleigh Burke* (DDG 51) was designated a smoke-free ship in April. This statement is true. What you fail to point out is that the no-smoking policy was cancelled about a month later and you are now allowed to smoke in the port break and on the fantail of the ship.

I was assigned to the ship in February 1990 and was ecstatic over the no-smoking policy since I don't smoke. Even though they gave smoking cessation classes to the smokers before we got underway, I would still venture to say one-third to one-half of the crew still smokes and has no intention of quitting. It would have been nice if the ship had remained smoke-free and thus started a trend for future ships to follow.

FC2 Keith A. Bloom
USS *Arleigh Burke* (DDG 51)

Safety first

The safety and well-being of all sailors is of utmost importance to the Navy. Each year millions of dollars are spent on safety and related programs. But sailors are still being injured due to carelessness and not adhering to proper safety precautions set by the Navy. The sad thing is that many of the injuries were preventable and never should have happened.

Before any job or evolution is started, OpNavInst 5100.19B, the Navy Occupational Health and Safety Program for Forces Afloat, should be consulted for the proper safety precautions so they will be known and adhered to.

As I was reading an article in the August edition of *All Hands* magazine, titled "Painting a new picture," I noticed several safety discrepancies in the accompanying pictures. One was of a seaman grinding rust off a capstan with no hearing protection, no respirator and the wrong type of eye protection. In the second photo, another seaman was priming a hatch inside a closed space without a respirator.

It's the little things like these that are injuring our fellow shipmates and costing the Navy millions of dollars each year. Assigned to the occupational safety office on board USS *Orion* (AS 18), it's my job to find safety discrepancies like these and stop the job or evolution until

all proper safety precautions are met.

It doesn't take a safety petty officer to stop a hazardous job or evolution; anybody from an E-1 to an O-6 can stop a hazardous job. We all must start taking a more active role in the safety and well-being of our fellow shipmates and keep safety fresh in the minds of everyone.

FN Travis D. Garret
USS *Orion* (AS 18)

Lost in the fury

Forgotten again. I'm referring to the article "Mother Nature's Fury" (the eruption of Mount Pinatubo and the evacuation of Clark Air Base in the Philippines) that appeared in the October issue of *All Hands*. I thought at long last the efforts of the volunteers and military personnel here in our 50th state would be recognized. Unfortunately, this was not the case. I would now like to set the record straight.

The planes carrying the thousands of evacuees did not suddenly and magically appear at McCord or Travis Air Force Bases. Hawaii was the first "state-side" stop on the evacuees' journey to the mainland — their first stop in what many referred to as the "Good old USA" and "home."

The "aloha spirit" Hawaii is so well known for was truly shown to those fleeing the fury of Mount Pinatubo. From the first planeload of evacuees to the last, volunteers, including ombudsman from MidPac, SubPac and one from the Coast Guard, off-duty military personnel, retirees, various wives, church and school groups were on hand to meet the immediate needs of these evacuees.

Working alongside the volunteers and working untold numbers of hours were the wonderful Air Force personnel and the staff from Hickam's Family Support Center.

Volunteers worked not only at the MAC terminal but at the International Airport, as well. Deplaning in Hawaii, the evacuees were required to go through customs, immigration and airport security before they could enter lounge areas. There was always a volunteer ready to offer assistance, medical care, child care and, quite often, an AT&T calling card.

I write to you as one of the ombudsmen who worked around-the-clock several times with my 17 year-old son and many others by my side. I know firsthand the "Aloha" that was extended by

so few to so many.

Arlene L. Simmons, Ombudsman
Naval Ocean Processing Facility
Ewa Beach, Hawaii

Which Lex was it?

On Page 18, second paragraph in the article titled "Ships models," [October 1991] there is a mistake.

The USS *Lexington* referred to here is the CV-2. She was built at the Fore River shipyard, Quincy, Mass., (launched 1925). AVT-16, the present *Lexington*, was launched in 1942 as CV-16. In October 1962, she was redesignated as CVS-16, and later as AVT 16. She was also built in the Fore River shipyard.

LCDR Edward H. Scheye
Pensacola, Fla.

Reunions

• **USS Reuben James (DE 153)** — April 29-May 2, Annapolis, Md. Contact John B. Lampe, 121 Lucas Drive, Bordentown, N.J. 08505; (609) 298-7293.

• **USS Rockbridge (APA 228)** — April 30-May 3, Newport, R.I. Contact Ray Dillon, Route 10, Box 80, Salisbury, Md. 21801; (301) 742-2641.

• **USS Lexington (CV 2)** — May 6-9, Salt Lake City, Utah. Contact Walt Kastner, 466 Ivy Glen Drive, Mira Loma, Calif. 91752; (714) 681-1101.

• **USS Franklin D. Roosevelt (CV 42)** — May 7-10, Charleston, S.C. Contact Robert McCauley, 1987 Bucknell St., Chula Vista, Calif. 92013; toll-free (800) 437-0869.

• **USS Farragut (DD 348)** — May 14-16, Baton Rouge, La. Contact John D. House, 2995 Mahaffey, Paris, Texas 75460.

• **USS Van Valkenburgh (DD 656)** — May 7-10, Myrtle Beach, S.C. Contact Charles J. Brewer, 7 Francis St., Newport, R.I. 02840; (401) 847-0342.

• **USS Alhena (AK 26)** — May 14-17, Norfolk. Contact Fred Hockert, 8233 Tabor Court, Norfolk, Va. 23518; (804) 588-5863.

• **USS Pledge (AM 277/MSO 492)** — May or June 1992, Seattle. Contact Executive Officer, USS *Pledge* (MSO 492), FPO Seattle 98799-1918; (206) 325-1635.

• **USS Augusta (CA 31)** — June 2-6, San Mateo, Calif. Contact E.L. Dixon, 1075-275 Space Park Way, Mount View, Calif. 94043-1412; (415) 968-5172.



Commander in Chief of the Soviet Navy/Deputy Minister of Defense, Fleet Admiral Vladimir Nikolayevich Chernavin, salutes Chief of Naval Operations ADM Frank B. Kelso II after presentation of a CNO ball cap during a November 1991 visit to Washington, D.C. Photo by Jill Ponto.



Photo Contest winners ● Page 24